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High Point Fire Department

Accreditation 2016



Commission on
Fire Accreditation
International

Strategic Plan

Self-Assessment

Standard of Cover



International Association of Fire Chiefs

Categories and Criteria

Category I

Category I: Governance and Administration

For purposes of this Category, Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority defines the duties and responsibilities of the agency in an official policy statement, which should include a separation of powers between the policy-making function of the boards of directors or other elected officials and the executive and administrative responsibilities of those who carry out those policies. An organization's charter or local or state general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction, so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. It is the primary responsibility of agency leadership that reports to an elected governing board and/or other high-ranking individual for the execution of policy, to keep that higher authority informed on all matters affecting the agency and delivery of emergency services to the public.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations and funding procedures, and other organizations through associations and bargaining units. The governing board has the responsibility for the administrative activity and coordinates all of these diverse interests to set the direction of the agency.

The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity to the agency.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts.

In the absence of a municipally appointed fire chief, or chief executive officer, for purposes of accreditation, the duly elected or appointed fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility for policy and administration with a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or their designee. It is vital that the leadership of every agency understand who actually sets policy for the government structure they are working in and their role in implementing that policy.

Criterion 1A: Governing Body

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

Summary

High Point Fire Department (HPFD) has a clearly defined purpose that is approved by the governing body. Policies are set within established programs that involve a number of checks and balances. City of High Point Code of Ordinances and North Carolina State Statutes confirm and place HPFD in a legal status.

Criterion 1A: Governing Body

Performance Indicators

CC 1A.1 The agency is legally established.

Description

The State of North Carolina has legally chartered the City of High Point as a local municipality. High Point Fire Department (HPFD) has been legally established and organized within the City of High-Point's Code of Ordinances and according to state statutes. Additional governance is issued by way of adopting the yearly budget, which includes all authorized expenses of the Fire Department.

Appraisal

The City of High Point has legally established HPFD under reference *North Carolina G.S. 160A-291 and City of High Point's Code of Ordinances in Title 5 Sec 5-2-1 (page 1)*. This has enabled HPFD to operate accordingly for purposes of serving the citizens of the City of High Point.

Plan

There are no plans at this time to change how the organization is legally established.

Reference

North Carolina G.S. 160A-291

City of High Point's Code of Ordinances in Title 5 Sec 5-2-1 (page 1)

1A.2 The governing authority having jurisdiction over the fire service organization or agency periodically reviews and approves programs and ensures compliance with basic governmental as well as agency policies.

Description

The City of High Point reviews and approves programs and basic agency policies through the budget process. The High Point City Council ensures compliance with basic agency purposes and policies through the established budget objective review process and ordinances. The department meets with representatives of the City Manager's office to report progress.

Appraisal

The system and methods of approving programs and ensuring compliance with departmental policies have adequately met the needs of the department. Policies and practices were evaluated during the annual budget adoption process in reference *2014/2014 HPFD annual budget*.

Performance measures were reviewed semi-annually and reported in references *City of High Point performance measures report* and *UNC School of Government benchmarking project*. Any change in the agency's purpose has required approval by the City of High Point along with any required amendment to the reference *City of High Point's Code of Ordinances in Title 5*. The Fire Chief has been authorized to establish policies within the fire department.

Plan

HPFD does not plan any changes in the appraisal of programs and policies, and will continue to develop and implement improvement as needed.

Reference

2014/2015 HPFD annual budget

City of High Point performance measures report

UNC School of Government benchmarking project

City of High Point's Code of Ordinances in Title 5

1A.3 The method used to select the agency's chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

Description

For all City of High Point department head selections, including that of the Fire Chief, the City Manager's Office will design a selection process based on a variety of organizational and community factors. The City Manager's Officer will determine if candidate eligibility will be internal, external, or both.

Appraisal

The referenced job description *HPFD Fire Chief Job Description* for the Fire Chief's position has been effective in the hiring process. It has been the City Manager's responsibility to oversee and fill the position of Fire Chief using a method that meets the standards set for the office and position as referenced within the City of High Point personnel resolution.

Plan

The Office of the Fire Chief will continue to be filled in the same manner.

References

HPFD Fire Chief Job Description

City of High Point personnel resolution

1A.4 The governing body approves the administrative structure that carries out the agency's mission.

Description

The High Point Fire Department (HPFD) follows an organizational chart approved by the human resources department under the authority of the City Manager. The chart identifies the department's chain of command in satisfying the agency's mission.

Appraisal

HPFD has operated following the approved *HPFD organizational chart* as referenced in the *HPFD strategic plan*. The plan included the organizational chart as well as the HPFD mission and stated goals and objectives. Reference *HPFD General Order 100 & 200* has provided the structure for daily operations of the department. The current practice has ensured that the governing body is aware of and formally approves the administrative structure responsible for the organization.

Plan

The HPFD organizational chart will continue to be monitored and will be updated as needed per the HPFD Strategic Plan.

Reference

HPFD strategic plan

HPFD organizational chart

HPFD General Order 100 & 200

1A.5 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflict of interest.

Description

The City of High Point provides documents to addresses private interests of members. Members are instructed that all duties of the department shall take precedence over all other occupational interests, other employment that is detrimental to one's performance or the integrity of the department shall not be participated in unless approved by the Fire Chief, and that political activities shall be in accordance with the reference *City of High Point personnel ordinance*.

Appraisal

HPFD has operated under the referenced *City of High Point personnel resolution 5.12* to ensure that members have no conflict of interest. Reference *HPFD General Orders 100 & 200* has set a precedent for the actions of all fire personnel. This has ensured a professional atmosphere with employees that have the welfare of HPFD in their actions and attitudes.

Plan

HPFD will continue to monitor this and make changes as needed per the personnel resolution.

Reference

HPFD standard operating guidelines (SOG) 100 & 200

City of High Point personnel resolution 5.12

City of High Point personnel ordinance

1A.6 A communication process is in place between the governing body and the administrative structure of the agency.

Description

The City Manager has, through monthly senior staff meetings, communicated direction and goals for all department heads in regularly scheduled meetings. This ensures that each department understands the needs of the City of High Point and the direction of the City Manager.

Appraisal

Communications between the governing body and HPFD administrators has been effective and efficient. By use of memos, letters, and official emails both entities were kept informed. This constant communication has been ongoing and included projects & programs such as referenced; *City of High Point performance measures report, UNC School of Government benchmarking project, HPFD state of the department meetings, City Manager monthly meetings, HPFD Staff Meetings, HPFD Battalion Staff Meetings, HPFD Safety Committee Meetings* and the *2014/2015 Fire Department annual budget*. This constant and ongoing nature of communication has made it easy to communicate departmental changes and policy/personnel updates.

Plan

HPFD will continue to work closely with all High Point City Department, specifically the City manager's Office.

Reference

City of High Point performance measures report
UNC School of Government benchmarking project
HPFD state of the department meetings
City Manager monthly meetings
2014/2015 HPFD annual budget
HPFD Staff Meetings
HPFD Battalion Staff Meetings
HPFD Safety Committee Meetings

1A.7 The role and composition of various policy making, planning and special purpose bodies are defined in a governing body organization chart for the authority having jurisdiction.

Description

There is a governing body organization chart for the authority having jurisdiction. This chart shows how all the policy making, planning, and special purpose bodies in the City of High Point are organized under the City Council and City Manager. Each department's position in the organization is defined in this organization chart.

Appraisal

As illustrated in the referenced *City of High Point organizational chart*, there are checks and balances to ensure department directors are operating under the guidance of the organizational chart. This ensures that all policies are being approved and executed properly according to the goals and objectives of the City of High Point.

Plan

The City of High Point organizational chart will continue to be updated as needed.

Reference

City of High Point organizational chart

1A.8 The governing body publishes a mission statement for the agency.

Description

City of High Point publishes a mission statement through the City Manager's office. This provides direction and guidance for all departments, to ensure that the goals and objectives of the City of High Point are being met. HPFD has issued a mission statement that follows the general direction of the City of High Point mission.

Appraisal

HPFD has published a mission statement, providing direction for the department, as referenced in the *HPFD strategic plan*. This mission statement was signed off by the City Manager's office so that transparency and open communication have been provided between HPFD and City Hall administrative staff. The mission statement has provided guidance and general direction for HPFD.

Plan

The department will continue to review the HPFD strategic plan and mission statement, and revise these documents as needed.

Reference

HPFD strategic plan

Criterion 1B: Agency Administration

The established administrative structure provides an environment for achievement of the agency's mission, purposes, goals, strategies, and objectives.

Summary

There is an established administrative structure responsible for management of the department. The department is divided into three major divisions: Administration, Operations and Standards/Training. The administrative structure is adopted by the department and the City, ensuring that it meets all local, state and federal requirements. The department is organized in a highly efficient and organized manner. Competitive selection procedures, requirements and continuing education programs ensure the most qualified applicants are chosen for each position.

Criterion 1B: Agency Administration

Performance Indicators

1B.1 The administrative structure reflects the agency's mission, goals, objectives, size, and complexity.

Description

High Point Fire Department (HPFD) is divided into 5 divisions which include administrative, operations, fire prevention bureau, training, and technical services. Within these divisions, HPFD is able to accomplish the goals and objectives of the department. This ensures that we are completing the mission of the department.

Appraisal

The administrative structure, as outlined in reference *HPFD organizational chart*, has adequately provided the methods by which the levels of service have been delivered. Semi-annual reports referenced in *City of High Point performance measures report* and *UNC School of Government benchmarking project* has tracked performance of goals and objectives. *HPFD strategic plan* has referenced the department's goals and objectives, mission and overall direction.

Plan

The department will continue the process of self-evaluation through the strategic planning management process and make any changes necessary to enhance administrative structure and productivity.

Reference

City of High Point performance measures report
UNC School of Government benchmarking project
HPFD Organizational Chart
HPFD strategic plan

1B.2 Resource allocation reflects the agency's mission, goals, and objectives.

Description

HPFD follows national and state standards to allocate appropriate apparatus and equipment. This ensures that HPFD delivers an appropriate level of response and service to the City of High Point and its citizens.

Appraisal

HPFD has allocated and placed resources according to reference *Insurance Service Office (ISO) PPC Class 1 ISO rating report*. This has enabled the department to document allocation and its effectiveness as referenced within *HPFD standard of cover*. *HPFD strategic plan* has ensured that the divisions and programs were managed in concert with overall organizational planning and resource allocation. HPFD standard of cover has ensured that all apparatus have been placed accordingly so that all service areas of the department have met the goals and objectives of HPFD.

Plan

HPFD will continue to work with City Manager and City Council to develop plans to address the future needs of resources based on planned future economic development and annexations.

Reference

HPFD strategic plan

HPFD standard of cover

National Fire Protection Association (NFPA) 1710

Insurance Service Office (ISO) PPC Class 1 ISO rating report

CC 1B.3 The agency administration demonstrates compliance with legal requirements of local, state/provincial, and federal governments.

Description

High Point Fire Department (HPFD) is mandated and trained by local, state and national standards. State law mandates that communities will be protected by fire services. HPFD operates under these laws and statutes to provide fire services to the City of High Point.

Appraisal

HPFD has met operational mandates set by *National Fire Protection Association (NFPA) 1710, 1911 & 1071, Code of Federal Regulations (CFR) Title 29, 1910 and Insurance Service Office (ISO) PPC Class 1 ISO rating report*. Safety mandates are met according to Occupational Safety and Health Administration (OSHA) and North Carolina Department of Labor (DOL). HPFD has also met state requirements set forth by reference *NC Office of State Fire Marshal 9S insurance review*. HPFD conducted fire inspections based on reference *North Carolina State Building Code: fire prevention code 2012 and North Carolina Building Code: administrative code and policies 2012* as well as the *General Statute 160A-411 & 424*. HPFD has followed all City of High Point human resources practices, as referenced in *City of High Point personnel resolution*, mandated by state and federal regulations for purchasing as well as human resources management. Relevant material has been posted in all physical facilities.

Plan

The fire department will continue to utilize all available resources to be sure it is complying with all local, state and federal requirements.

Reference

National Fire Protection Association (NFPA) 1710, 1911 & 1071
Code of Federal Regulation 29, 1910
Insurance Service Office (ISO) PPC Class 1 ISO rating report
NC Office of State Fire Marshal 9S insurance review
North Carolina State Building Code: fire prevention code 2012

North Carolina Building Code: administrative code and policies 2012

General Statute 160A-411 & 424

City of High Point personnel resolution

1B.4 Personnel functions, roles, and responsibilities are defined in writing, and a current organization chart exists that includes the agency's relationship to the governing body.

Description

High Point Fire Department (HPFD) maintains a current organizational chart, detailing the chain of command from fire chief to firefighter and support personnel. All positions are guided by specific *City of High Point job descriptions (Fire)* reference. Each position has clear responsibilities and duties which outlines their role within the department.

Appraisal

Personnel have been trained in their roles and responsibilities. *City of High Point performance evaluations forms* have measured progress and identified strengths and weaknesses. Each personnel position is accountable to and has been monitored by the referenced *HPFD organization chart indicating chain of command*.

Plan

The department will continue to work with the City Human Resources Department to review and revise these documents as needed.

Reference

HPFD organizational chart

City of High Point performance evaluations forms

City of High Point Job Descriptions (Fire)

1B.5 The agency's title is consistent with its mission.

Description

High Point Fire Department (HPFD) title is a historical trademark of the services provided to the City of High Point. The marketing strategy of the department including a rebranded logo- indicating the services we provide, creation of a motto, updated goals & objectives, and renewed mission statement were recently created to showcase the commitment and services provided by the department.

Appraisal

The reference *HPFD strategic plan* has outlined and guided the department in delivering and evaluating services provided. The mission of the department has been accomplished by providing a needed service improving quality of life. As reported in both *City of High Point performance measures report* and *UNC School of Government benchmarking project* community education and outreach following a community risk reduction program has also helped to improve quality of life in City of High Point. HPFD has recently performed a rebranding of the department, with a renewed HPFD strategic plan. This has kept the department up-to-date and provided renewed guidance in all areas of service. The rebranded logo indicates that we are a 'Fire/Rescue' department that provides safety, commitment, excellence and are an ISO Class 1 organization.

Plan

HPFD will continue to update and revise the *HPFD strategic plan* and its components, to ensure up-to-date services and quality of life enhancements.

Reference

City of High Point performance measures report
UNC School of Government benchmarking project
HPFD strategic plan

Category II: Assessment and Planning

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs in order to identify potential goals and objectives. All agencies should have a basic source of data and information in order to logically and rationally define the organization's mission. Assessment and planning is critical to the establishment of service level objectives, standards of response coverage, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.

Criterion 2A: Documentation of Area Characteristics

The agency collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning.

Summary:

The geographical boundaries for the City of High Point (CoHP), and the territory served by High Point Fire Department (HPFD), are well identified and maintained. The High Point Fire Department (HPFD) has a defined system of geographical boundaries utilizing a Geographic Information Systems (GIS) to create target and risk hazard areas. High Point Fire Department (HPFD) utilizes land use mapping as well as census data to ensure that response coverage is appropriate and efficient based on the CoHP demographic information and pre entry information concluded at the company and station level. The Fire Department participates in references *City of High Point performance measures report & UNC School of Government benchmarking project*, which help the department to keep track of benchmarks against similarly sized departments. Fire response loss data is collected by HPFD through computer aided dispatch software, a records management software and reported using RMS and/or crystal reports (reporting software). This enables the department to collect, report and analyze data to ensure that the strategic planning management process is appropriate.

Performance Indictors:

2A.1 Geographical boundaries for the authority having jurisdiction are identified (e.g. street and local highway network, jurisdictional boundaries, mutual and automatic aid zones, contract service areas, etc.)

Description

The geographical boundaries for the City of High Point (CoHP), and the territory served by High Point Fire Department (HPFD), are well identified and maintained per reference *HPFD Maps*. The CoHP Planning Department & GIServices is responsible for maintaining all information regarding corporate limits, annexations, future growth areas, streets, and addresses. HPFD Geographic Information Systems (GIS) is responsible for maintaining the reference *Computer Aided Dispatch (CAD) system* and its associated GIS layers and response boundaries to ensure the HPFD responses are accurate and efficient.

Appraisal

HPFD has utilized the reference *CoHP GIS database* to gain access to and maintain the assorted mapping layers that pertain to fire response as well as training, inspections and public education. In 2001 HPFD instituted and permanently staffed a GIS Analyst position which has enabled the use of GIS mapping products to disseminate the various GIS layers for fire planning and response purposes through reference *HPFD Map (HPFD intranet website)*. It has been the responsibility of HPFD to manage these layers and keep them up-to-date and accurate.

Plan

The department will continue to focus on providing accurate and timely spatial information in an easy to use format. Improvements and upgrades are continually being made to the mapping system.

References

HPFD Map (<http://gisweb10.highpointnc.gov/flex/PreEntry10/>)

CoHP GIS database

HPFD intranet (<http://intranet>)

Computer Aided Dispatch (CAD) system

2A.2 The agency organizes the community into geographic planning zone(s) for purposes of analyzing service provision.

Description

The High Point Fire Department (HPFD) has a defined system of geographical boundaries utilizing a Geographic Information Systems (GIS) to create target and risk hazard areas. These areas are termed fire demand zones, and follow HPFD's fireplan Computer Aided Dispatch (CAD) layer. These areas determine what types of apparatus respond to incidents based on that areas risk, and need for service. These areas also account for agreements made with other agencies where HPFD is asked for service, or HPFD asks other agencies for service.

Appraisal

Fire demand zones have been categorized in reference *HPFD Fire Demand Zone map*. These zones have outlined the risk and target hazards located within the CoHP, and a method to ensure that referenced *HPFD standard of cover* and effective response force is appropriate and efficient. This has proven to be an efficient and accurate format for creating a departmental response. While minor changes to these boundaries occur throughout the year during the ongoing strategic planning management process, there are no plans for a major change to this system at this time.

Plan

The department will continue to use all available data from increasingly accurate sources, including *Firehouse Records Management System (RMS)*, Fire Marshal Office occupancy information, company and station pre entry information and Planning and Zoning Department information to identify and implement plans focused on the best customer service possible.

References

HPFD Fire Demand Zone map

Firehouse Records Management System (RMS)

CC 2A.3 The agency analyzes the community by service area/population density¹ for the purpose of developing total response time standards.

Description

High Point Fire Department (HPFD) utilizes land use mapping as well as census data to ensure that response coverage is appropriate and efficient based on the CoHP demographic information and pre entry information concluded at the company and station level.

Appraisal

The Planning and Development Department has continued to compile this sort of general population data, located within reference *CoHP Planning Dept. population estimate*. It has been forwarded to all departments for their use and was maintained by CoHP GIServices on the *CoHP GIS database*. Pre entry information was compiled and collected by each HPFD company and station to better understand the risks associated with each station territory.

Plan

The HPFD will continue to review this demographic information for relevant or substantial information that needs to be included in short or long-range planning.

References

CoHP Planning Department population estimate

CoHP GIS database

¹ See FESSAM pp. **XX-XX** for discussion of service area/population density.

2A.4 Data including fire loss, injury and life loss, property loss, and other associated losses, are recorded for a minimum of three immediately previous years.

Description

The Fire Department participates in references *City of High Point performance measures report & UNC School of Government benchmarking project*, which help the department to keep track of benchmarks against similarly sized departments with information reported twice a year and data stored for more than three years. Included in the final data are three major sections, titled “City Profile”, ” Full Cost Profile”, and “Service Profile”. The Department administration participates fully in the annual budget development process within the municipal government to achieve compliance with goals identified by the municipal administration.

Appraisal

Fire loss, life loss and injuries and various other data types have been stored within the *Firehouse Records Management System (RMS)*, totaling more than three years’ worth of data. This document includes specific information that is used to analyze our service delivery by comparing costs and statistical data for the High Point Fire Department with the departments of other NC jurisdictions. The standards of comparison are well-defined and usable.

Plan

HPFD will continue to track these losses and store them within the *Firehouse Records Management System (RMS)*.

References

City of High Point performance measures report
UNC School of Government benchmarking project
Firehouse Records Management System (RMS)

2A.5 Demographics such as population, land use, topography, climate and occupancy groups are identified and documented.

Description

Demographics data is utilized by HPFD through GIS to identify and document datasets through the strategic planning management process. This data is stored by CoHP GIServices Department and is made available to all CoHP departments. This enables HPFD to collect, report and analyze data through *Firehouse Records Management System (RMS)* and *Crystal Reports software* to ensure that the strategic planning management process is appropriate.

Appraisal

The Planning and Development Department has continued to compile this sort of general population data, located within reference *CoHP Planning Dept. population estimate*. It has been forwarded to all departments for their use and was maintained by CoHP GIServices on the *CoHP GIS database*. Pre entry information was compiled and collected by each HPFD company and station to better understand the risks associated with each station territory.

Plan

The Department plans to continue using *Firehouse Records Management System (RMS)*, for the foreseeable future.

References

CoHP Planning Department population estimate
Firehouse Records Management System (RMS)
Computer Aided Dispatch (CAD) system
Crystal Reports software

- 2A.6 Significant economic indicators used in the planning effort are identified (e.g., revenue sources, local economic factors, insurance evaluations, and assessed valuation of various components).

Description

HPFD in conjunction with the CoHP budget office uses economic indicators to help with the planning process for the department, as well as the CoHP. The CoHP and HPFD short and long term budget planning helps to determine the direction of the city as well as the departments including public safety and the HPFD.

Appraisal

Economic health of the community and CoHP was utilized in determining the available revenue for the City Government, and in determining the direction of the *City of High Point Comprehensive Annual Financial Report 2012-2014* used for short and long term budget planning. HPFD has used formal presentations for City Council and the City Manager's Office to convey comparisons of past and current operational expenditures, as well as capital project needs and future growth & planning.

Plan

HPFD will continue to be a part of the CAFR as needed.

References

City of High Point Comprehensive Annual Financial Report 2012-2014

2A.7 The water supply system that provides available fire flow for the planning zones, major risks, key risks, and special hazard areas should be documented and included in the planning effort.

Description

CoHP Public Services contracts with Hazen Sawyer to provide an accurate *water availability classification*, to ensure that ample water flow is available for services provided by HPFD. The water system calculations provide point source water availability. This classification is used to provide data for both the ISO survey as well as day to day operations with data displayed in mapping on each mobile computer terminal (MCT).

Appraisal

CoHP has provided water flow data to HPFD on an annual basis, as measured from *Hazen and Sawyer Flow Modeling Data*, to indicate the water availability at each node, or hydrant, in the water system. This has ensured future planning efforts and forecasts based upon the hydraulic water modeling system for developers and City administrators to plan for orderly growth.

Plan

CoHP Public Services will continue to contract with Hazen Sawyer to determine the water availability for each hydrant in the CoHP and plan for future growth.

References

Hazen and Sawyer Flow Modeling Data

Criterion 2B: Fire Risk Assessment and Response Strategies

The agency assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies.

Each significant fire risk should be categorized and listed to permit future analysis and study in determining standards of response coverage and related services.

Summary:

HPFD has divided the CoHP into Fire Demand Zones (FDZ) that encompass like areas, for the determination of response protocols. Criteria that determine these zones include but are not limited to; census tract data, land use, pre entry survey information, mutual aid agreements, and incident frequency and probability information. A fire risk classification was concluded utilizing the size, height, use and incident probability (SHUP) form. The frequency and probability of fire suppression service demands in each fire demand zone is studied and reported semi-annually within references *City of High Point performance measures report* and *UNC School of Government benchmarking project*. HPFD develops plans through the strategic planning management process that monitors datasets, changes within CoHP and the needs of CoHP to develop a Standard of Response Cover (SOC) document.

Performance Indicators:

CC 2B.1 Each planning zone and population area is analyzed and risk factors are evaluated in order to establish a standards of response coverage.

Description

HPFD has divided the CoHP into Fire Demand Zones (FDZ) that encompass like areas, for the determination of response protocols. Criteria that determine these zones include but are not limited to; census tract data, land use, pre entry survey information, mutual aid agreements, and incident frequency and probability information. A fire risk classification was concluded utilizing the size, height, use and incident probability (SHUP) form. This form is utilized to determine the risk factors of each zone to better understand the agency's standard of cover and effective response force associated with each FDZ.

Appraisal

HPFD concluded the FDZ study to accomplish the Standard of Cover (SOC) analysis, utilizing data from 2013 to 2015. This analysis has enabled HPFD to better understand the associated risks within each station territory by utilizing the SHUP form target risk hazards. This form utilized the pre entry information collected by each company and stored within *Firehouse Records Management System (RMS)*, and will be used for the next reporting period to determine if changes are needed.

Plan

HPFD will continue to complete more robust pre entries so that HPFD can migrate to a more robust risk form such as the OVAP. This will enable HPFD to better understand the risk hazards.

References

SHUP form

Firehouse Records Management System (RMS)

2B.2 The frequency and probability of occurrence of fire suppression service demands are identified in each planning zone.

Description

The frequency and probability of fire suppression service demands in each fire demand zone is studied and reported semi-annually. References *City of High Point performance measures report* and *UNC School of Government benchmarking project* indicate the total response numbers for HPFD. Through the strategic planning management process HPFD determines the frequency and probability of fire service demands.

Appraisal

HPFD has reported fire service demands in the form of reports and studies that lead to understanding what the probability and frequency of events are within the CoHP. This has helped to better prepare and plan for the allocation of apparatus and manpower, to better meet the needs of the CoHP.

Plan

HPFD will continue to report and plan for the frequency and probability of fire service demands within the CoHP through its strategic planning management process.

References

City of High Point performance measures report
UNC School of Government benchmarking project

2B.3 The maximum or worst fire risk(s) in each planning zone is/are identified and located, i.e., hazards that require the maximum amount of fire protection resources or that would result in the greatest loss of life or property; the key or special hazard risk in each planning zone is identified and located, i.e., hazards, which if destroyed would be a critical or essential economic loss to the community (this also could include cultural, environmental, or historical loss); the typical or routine risks in each planning zone are identified, i.e., those risks most common to the planning zone; the remote or isolated risks in each planning zone are identified, i.e., those risks most distant from other risks as to be almost unique to the planning zone; and/or other locally adopted equivalencies are utilized to identify fire risk.

Description

HPFD has utilized the Size, Height, Use and Probability (*SHUP*) form during forming of the *HPFD Standard of Cover (SOC)* document, to classify risk hazards areas. This allows HPFD to better determine apparatus placement for an effective response force.

Appraisal

HPFD has completed the SHUP classification to understand risk hazards within CoHP, to better plan and prepare for emergencies. Effective response force planning is a key component of the development of the SOC, and HPFD will continue to expand on the data input for this classification.

Plan

A more in-depth classification will be conducted as pre entry surveys are completed in the coming years. HPFD is on track to complete a pre entry on every occupancy within CoHP within a 3 year timeframe. This additional data will allow HPFD to utilize a more robust dataset in nature than SHUP.

References

SHUP form

HPFD Standard of Cover (SOC)

2B.4 A critical task analysis of each risk category and/or fire incident is conducted to determine the effective response force (ERF).

Description

A critical task analysis is published in the SOC document, highlighting the effective response force that responds to each type of risk in the CoHP, depending on the type of incident whether it is a fire, EMS, hazmat, technical rescue or emergency management incident.

Appraisal

A critical task analysis has been created to complete the *HPFD Standard of Cover (SOC)* document, which describes the information needed to evaluate all of the critical tasks and helps to determine the effective response force for the CoHP.

Plan

HPFD will continue to evaluate the critical task analysis tables during the strategic planning management process, to be sure that HPFD has an up to date effective response force plan.

References

HPFD Standard of Cover (SOC)

CC 2B.5 Agency baseline and benchmark travel time objectives for fire response conform to industry best practices as prescribed on page 71 for first due and effective response force (ERF).

Description

CoHP is classified as a mix of suburban and urban by CFAI criteria, based on size of area and population. HPFD regards itself, according to the Fire Chief, as an urban department, thereby adhering to stricter standards of response times.

Appraisal

Fire response times have been appropriate as indicated in the *HPFD Standard of Cover (SOC)* document. HPFD has operated to meet and exceed high standards in regards to response times set forth by NFPA guidelines and standards. HPFD has determined what the needs are of CoHP and has worked to develop strategies to enhance response times.

Plan

HPFD will continue to monitor and measure response times during the strategic planning management process, and report times through *City of High Point performance measures report* and *UNC School of Government benchmarking project*.

References

HPFD Standard of Cover (SOC)

City of High Point performance measures report

UNC School of Government benchmarking project

CC 2B.6 Given the fire risk(s), area of responsibility, demographics, economic indicators, fire loss data, water supply and automatic fire protection system information, an effective standards of response coverage strategy is established.

Description

HPFD develops plans through the strategic planning management process that monitors datasets, changes within CoHP and the needs of CoHP to develop a *HPFD Standard of Cover (SOC)* document. This document takes into account demographics, pre entry survey information, a risk analysis, and the total response area to determine the best planning strategies to respond to the CoHP and total response area for HPFD.

Appraisal

HPFD has worked diligently to assess the response territory and all aspects involved in fire protection to determine the best standard of cover and manage an effective response force, which has been compiled in the *HPFD Standard of Cover (SOC)* document.

Plan

HPFD will continue to monitor the changes occurring within the CoHP and determine the best strategies through the strategic planning management process, to ensure proper coverage of the CoHP and to manage an effective response force.

References

HPFD Standard of Cover (SOC)

2B.7 Fire protection suppression and detection systems are identified and being considered in the planning process.

Description

HPFD Fire Prevention Division conducts plan reviews and serves on the Technical Review Committee (TRC) committee of CoHP Planning and Development Department, on the oversight of new construction, renovations and major repairs to CoHP buildings. HPFD Fire Marshal serves as representative in any matters concerning fire suppression systems and detection systems during this process.

Appraisal

HPFD has utilized information and data collected during plan reviews, pre entry planning and community risk reduction to assist in response cover strategies as well as planning for high risk hazards.

Plan

HPFD has utilized the size, height, use & probability, *SHUP form*, but will work towards a more robust form for enhanced risk assessment and analysis. HPFD will continue to work closely with TRC committee through the Fire Marshal's office. Continued use of Firehouse information will be utilized in future forms for future risk analysis. This will enable information like fire suppression systems in the classification of risk hazards within CoHP.

References

SHUP form

CC 2B.8 The agency utilizes a formal process periodically to assess the balance between fire suppression capabilities and fire risks in the service area. Identified imbalances are addressed through the planning process.

Description

A strategic planning management process ensures that HPFD looks closely at the pre entry survey program and the associated fire response system. This method of meetings and planning help HPFD administration to study the many avenues of planning. These meetings encompass accreditation, ISO survey, and various reporting studies.

Appraisal

HPFD has met with ISO during our insurance class ratings review as well as referenced reports *City of High Point performance measures report & UNC School of Government benchmarking project*. HPFD will continue to meet under the strategic planning management process.

Plan

HPFD will continue to plan on holding a strategic planning management process meeting at least semiannually. Components of the process will occur in other regularly held administrative meetings.

References

City of High Point performance measures report
UNC School of Government benchmarking project

Criterion 2C: Non-Fire Risk Assessment and Response Strategies

The agency assesses the nature and magnitude of other hazards and risks within its jurisdiction and identified appropriate strategies, methods of operation, and resource allocation required to mitigate potential emergencies.

These may include a wide variety of risk and service demands, e.g., hazardous materials, emergency medical services, rescue, etc. Special attention should be paid to identify, analyze and develop strategies for non-fire or limited fire risks that gain importance due to cultural, economic, environmental, or historical value.

Summary:

Each Planning zone has been studied for non-fire risks through the pre-entry survey program and personnel knowledge. Virtually all Planning zones have a unique and significant non-fire risk that requires special attention, as well as many shared ones. The department houses a number of specialty teams to address these issues, including Hazardous Materials, Structural Collapse, and Water Rescue. Through analyzing records from both the CAD system and Firehouse, the fire department is able to monitor call type, location and distribution for each fire demand zone. All Planning zones are evaluated for non-fire risks and have been identified through the *HPFD Pre-Entry Survey Program* and the Fire Marshal's Office. HPFD has concluded a task list for non-fire risks and has published this in the standard of cover (SOC) document. HPFD develops plans through the strategic planning management process that monitors datasets, changes within CoHP and the needs of CoHP to develop a Standard of *Response* Cover (SOC) document.

Performance Indicators:

CC 2C.1 Each planning zone and population area is analyzed and non-fire risk factors evaluated in order to establish a standards of response coverage.

Description

Each Planning zone has been studied for non-fire risks through the *HPFD pre-entry survey program* and personnel knowledge for EMS, Hazmat, and Technical Rescue and virtually all Planning zones have a unique and significant non-fire risk that requires special attention, as well as many shared ones. The department houses a number of *HPFD Specialty Teams GO 700* to address these issues, including Hazardous Materials, Structural Collapse, and Water Rescue. These teams function to address as many of the non-fire risks as possible. The standard of response coverage for these types of calls is the same as fire risks.

Appraisal

Using historical response information, as well as the information that comes from the *HPFD Pre-Entry Survey Program*, resource allocation and specialty team locations have been positioned for best response. Specialty team knowledge has helped to dictate the placement of team members, based on their education and training. Non-fire risks have included EMS, hazmat, tech rescue, and water rescue.

Plan

HPFD will continue to complete more robust pre entries so that HPFD can continue to learn about the response area and this will enable HPFD to better understand the non-fire risk hazards of CoHP.

References

HPFD Specialty Teams GO 700
HPFD Pre-Entry Survey Program

2C.2 The frequency and probability of occurrence of service demands other than fire are identified in each planning zone.

Description

Through analyzing records from both the CAD system and Firehouse, the fire department is able to monitor call type, location and distribution for each fire demand zone. These numbers are analyzed and published in the referenced *City of High Point performance measures report* and *UNC School of Government benchmarking project*.

Appraisal

Through the various reports utilized, the department is able to track and identify patterns in response types and distribution.

Plan

The department will continue to monitor non-fire calls for service by Planning zone and make any needed revisions.

References

City of High Point performance measures report
UNC School of Government benchmarking project

2C.3 The “Maximum” or “Worst” non-fire risk in each Planning zone is identified and located; the key or special hazard risk in each planning zone is identified and located, i.e., hazards, which if destroyed would be a critical or essential economic loss to the community (this could also include cultural, environmental, or historical loss); the typical or routine non-fire risks in each planning zone are identified, i.e., those risks most common to the planning zone; the remote or isolated non-fire risks in each planning zone are identified, i.e., those risks most distant from other risks as to be almost unique to the planning zone; and/or other locally adopted equivalencies are utilized to identify non-fire risks.

Description

All Planning zones are evaluated for non-fire risks and have been identified through the *HPFD Pre-Entry Survey Program* and the Fire Marshal’s Office. This information is housed in the *Computer Aided Dispatch (CAD) system* for use by communications in the dispatching procedure, as well as in occupancy database within *Firehouse*.

Appraisal

Pre-entry surveys have functioned as an important tool to identify non-fire risks.

Information has been loaded into the *Computer Aided Dispatch (CAD) system* in the Premise section. Here, information pertaining to a location has been accessed by communications when an incident occurs. The Fire Department also has the benefit of sharing this information with the Police Department, ensuring the most accurate and complete information is recorded. This information can also be viewed on all apparatus through the mobile command terminals (MCT).

Plan

The fire department will continue to utilize all available sources of information for non-fire risks.

References

Computer Aided Dispatch (CAD) system

HPFD Pre-Entry Survey Program

2C.4 A critical task analysis of each risk category and/or non-fire incident is conducted to determine the effective response force (ERF).

Description

HPFD has a task list for non-fire risks and has published this in the *HPFD standard of cover (SOC)* document. This section details the task lists and number of personnel needed by HPFD.

Appraisal

HPFD has utilized the SOC document analysis to plan for and determine the task list for non-fire hazards. HPFD has published these tasks in the *HPFD Standard of Cover (SOC)* (page 58), allowing for appropriate planning and measurement of these tasks.

Plan

HPFD will continue to plan for and respond to non-fire hazards. The strategic planning management process will enable HPFD to measure performance in this area.

References

HPFD Standard of Cover (SOC)

CC 2C.5 Agency baseline and benchmark travel time objectives for non-fire incident response conform to industry best practices as prescribed for first due and effective response force (ERF).

Description

CoHP is classified as a mix of suburban and urban by CFAI criteria, based on size of area and population. HPFD regards itself, according to the Fire Chief, as an urban department, thereby adhering to stricter standards of response times.

Appraisal

Non-fire response times have been appropriate as indicated in the SOC document. HPFD has operated to meet and exceed high standards in regards to response times set forth by NFPA guidelines and standards. HPFD has determined what the needs are of CoHP and has worked to develop strategies to enhance response times.

Plan

HPFD will continue to monitor and measure response times during the strategic planning management process, and report times through *City of High Point performance measures report* and *UNC School of Government benchmarking project*.

References

City of High Point performance measures report
UNC School of Government benchmarking project

CC 2C.6 Given the importance and magnitude of service demands, a standards of response coverage strategy is established for each type of non-fire risk(s) and service demand.

Description

HPFD develops plans through the strategic planning management process that monitors datasets, changes within CoHP and the needs of CoHP to develop a *HPFD Standard of Cover (SOC)* document. This document takes into account demographics, pre entry survey information, a risk analysis, and the total response area to determine the best planning strategies to respond to the CoHP and total response area for HPFD for non-fire response risks and emergencies.

Appraisal

HPFD has worked diligently to assess the response territory and all aspects involved in non-fire protection to determine the best standard of cover and manage an effective response force, which has been compiled in the SOC document. EMS incidents, Hazmat, Technical Rescue and WMD types of incidents have all been included in this planning

Plan

HPFD will continue to monitor the changes occurring within the CoHP and determine the best strategies through the strategic planning management process, to ensure proper coverage of the CoHP and to manage an effective response force for non-fire risks and emergencies.

References

HPFD Standard of Cover (SOC)

Criterion 2D: Strategic Planning

A strategic plan or other form of long-term planning (3 to 5 years in the future) is in place and, along with the budget, is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction.

Summary:

High Point Fire Department (HPFD) has a completed and implemented *HPFD strategic plan* effective for 2016-2020, which is submitted to the governing body, or city manager, as well as city council. The strategic plan sets a tone of direction for the department, allowing for oversight and open communication for all members of HPFD, as well as internal and external stakeholders including community leaders, city council, city manager and the mayor. The fire chief is in constant contact with these members to ensure open communication and related direction of the department.

Performance Indicators:

CC 2D.1 The fire service agency has a published strategic plan.

Description

High Point Fire Department (HPFD) has a completed and implemented *HPFD strategic plan* effective for 2016-2020. The strategic plan sets a tone of direction for the department, allowing for oversight and open communication for all members of HPFD, as well as internal and external stakeholders including community leaders, city council, city manager and the mayor.

Appraisal

HPFD strategic plan was published and submitted to the City Manager's Office, reference *City Manager HPFD strategic plan acceptance letter*, as well as on the reference *HPFD website* <http://www.highpointnc.gov/fire/>. The strategic plan has outlined the Fire Chief's executive summary, the department's vision and mission statements, stated goals and objectives and a set of values that were important to the department. The strategic plan has outlined the direction that the department has focused on, by allowing a level of transparency for planning purposes. The strategic plan is a document that will continue to grow and adapt, according to the needs of the department and the community it serves.

Plan

The Strategic plan will be reviewed and updated at least semi-annually during the strategic planning management process. Fire department programs and progress will be monitored to ensure consistency with the strategic plan through various published reports such as reference *City of High Point performance measures report* and *UNC School of Government benchmarking project*.

Reference

HPFD website (<http://www.highpointnc.gov/fire/>)

HPFD strategic plan

City of High Point performance measures report

UNC School of Government benchmarking project

2D.2 The strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

Description

The HPFD strategic plan is submitted to the governing body, or city manager, as well as city council. This allows the City of High Point senior staff to be aware of the direction of the department. The fire chief is in constant contact with these members to ensure open communication and related direction of the department.

Appraisal

The submittal of HPFD strategic plan to the City Manager's Office was referenced through *City Manager HPFD strategic plan acceptance letter*. Through regular and concurrent meetings the fire chief has outlined the strategic plan as well as new and upcoming goals and objectives for the department. The department has completed semi-annual reports, reference *City of High Point performance measures report and UNC School of Government benchmarking project* which has compared HPFD to similarly sized departments within the region, allowing for benchmarking comparisons which help to assess the department and guide in general direction of operations.

Plan

The department will continue to report benchmarking data as well as hold regular meetings with the City of High Point senior staff, to provide open communication and provide a level of future planning.

Reference

City Manager HPFD strategic plan acceptance letter

HPFD strategic plan

City of High Point performance measures report

UNC School of Government benchmarking project

Category III: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives for and to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Goals are general statements that identify where the agency wants to be at some point in time. Goals establish targets for performance improvement.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements, and apply to a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."¹

- Specific
- Measurable
- Attainable
- Realistic
- Time-bound

Standards of Cover incorporate performances objectives written to measure current (baseline) and future (benchmark) response capability and performance and should be depicted as appropriate within the written responses to the criteria outlined below. An agency that wishes to make improvements in their standards of cover performance should include goals and objectives to that effect.

Agencies should establish a systematic method of communicating and implementing the established goals and objectives. Agencies also should enact a formal process to routinely assess their organizational progress toward achievement. Each of the goals and objectives should be re-

¹ Peter F. Drucker (1986). *The Practice of Management*, New York: HarperCollins Publishers, Inc.

examined and modified routinely with an eye toward their necessity and appropriateness. In this way, the agencies can ensure their goals and objectives remain consistent with their mission and their short/long-range plans.

Criterion 3A: Goals and Objectives

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves.

Summary

High Point Fire Department (HPFD) has published a set of goals and objectives that are outlined within the *HPFD strategic plan*. These help to determine the direction of the department and maintain a focus on preserving what is important in the future direction of all divisions and aspects of the department. Policies and procedures, programs and the general operation of the department all align with the goals and objectives set forth by the strategic plan. The strategic plan is also disseminated throughout the whole department as well as distributed to members of City of High Point admin staff. This includes the city manager as well as City Hall administrative staff.

CC 3A.1 The agency publishes general organizational goals directed toward achieving the agency's long-range plans. Corresponding specific objectives are published to implement these goals and incorporate the measurable elements of time, quantity, and quality.

Description

High Point Fire Department (HPFD) has a set of goals and objectives that are outlined within *HPFD strategic plan*. These help to determine the direction of HPFD and maintain a focus on preserving what is important in the future direction of all aspects of the department. Policies and procedures, programs and the general operation of the department all follow in line with the goals and objectives set forth.

Appraisal

The department has created a set of specific goals, and associated specific objectives to denote the direction of the department, located within reference *HPFD strategic plan*. HPFD goals and objectives have been reviewed semi-annually by reporting objectives within references *City of High Point performance measures report* and *UNC School of Government benchmarking project*. The reporting of these goals and objectives has enabled the department to be sure we are meeting our tasks and programs for the community on an annual basis.

Plan

Continue to review annually and update or revise as needed.

Reference

HPFD strategic plan

City of High Point performance measures report

UNC School of Government benchmarking project

3A.2 The agency establishes goals for each operational program with corresponding specific objectives that incorporate the measurable elements of time, quantity and quality.

Description

High Point Fire Department (HPFD) goals and objectives outline and guide current programs to carry out and meet the department's direction and mission. Each division yields a set of goals and objectives, consistent with the established values and priorities of the department, that are measureable in time and objectives, to guide the programs. All programs in the agency are designed to support departmental objectives.

Appraisal

All High Point Fire Department programs have worked in conjunction with one another, to support the department's overall goals and objectives, referenced in the *HPFD strategic plan*. These goals are measurable as noted in both references; *City of High Point performance measures report* and *UNC School of Government benchmarking project*. The data reported in these reports has allowed timely review of program progress and effectiveness, and allowed for program modification to produce the most dynamic results and services. All new and existing programs must be consistent with and support department goals and objectives.

Plan

High Point Fire Department will continue to focus all programs on achieving department goals and objectives, and measure performance and effectiveness through the *City of High Point performance measures report* and *UNC School of Government benchmarking project*.

Reference

HPFD strategic plan

City of High Point performance measures report

UNC School of Government benchmarking project

3A.3 Published materials accurately portray the agency's goals and objectives as well as mission, vision and values in context.

Description

Published materials are available that accurately portray the department's goals and objectives. These materials are available to both internal and external stakeholders as well as the general public. Published materials are a source of information that relay the pertinent information of the functions of the department, and the direction of the department.

Appraisal

Published materials that portray the department's goals and objectives include, but are not limited to; *City of High Point performance measures report and UNC School of Government benchmarking project, City of High Point fire department website, HPFD strategic plan, and HPFD public information brochures and handouts*. These documents accurately portray all areas of service the agency provides. This information has been made available to the public in various forms, including public programs and meetings, official reports, media contact, and on the High Point Fire Department web site. The goals and objectives and *HPFD strategic plan* have referenced in detail the direction of the department and the expectation of each division. The department's divisions have also referenced the *HPFD standard operating guidelines* and *HPFD general orders* to dictate the direction and operating guidelines of the department, in respect to the goals and objectives.

Plan

The department will continue to validate that all documents published will accurately portray and describe the department's services, including the goals and objectives.

Reference

City of High Point performance measures report
UNC School of Government benchmarking project
HPFD public information brochures and handouts
HPFD strategic plan

HPFD general operating guidelines

HPFD general orders

HPFD Website (www.highpointnc.gov/fire)

3A.4 Agency goals and objectives are submitted to and reviewed by the governing authority responsible for establishing policy.

Description

The High Point Fire Department creates agency-wide goals and objectives, located within the *HPFD strategic plan*. These goals encompass the mission of the entire department and are quantified through reported performance measures. These goals and objectives are submitted to the city manager for signature, as well as disseminated to all internal and external stakeholders.

Appraisal

The department's goals and objectives have been reviewed by both internal and external stakeholders, and signed by the City Manager. The *HPFD strategic plan*, *City of High Point performance measures report*, and *UNC School of Government benchmarking report* have been reviewed by the governing authority. This has created a system of open communication and a close working relationship between HPFD admin staff and the governing authority, ensuring that the governing authority had a clear picture of the direction of the department, and a level of transparency has been achieved. All new and existing programs must be consistent with and support department goals and objectives.

Plan

The High Point Fire Department will continue to review and update goals and objectives and seek approval after each modification.

Reference

HPFD strategic plan

City of High Point performance measures report

UNC School of Government benchmarking project

Criterion 3B: Implementation of Goals and Objectives

A management process is utilized for implementation of goals and objectives.

Summary

A strategic planning management process is in place for the creation and implementation of goals and objectives. Fire administration within the High Point Fire Department (HPFD) determines these processes and ensures that the implementation of goals and objectives are created and reviewed at least semi-annually.

CC 3B.1 Some form of organizational management process is identified and used to implement and track the agency's goals and objectives.

Description

The strategic planning management process is utilized to implement the agency goals and objectives as well as track the direction and implementation of the goals and objectives. A set of goals is developed that is consistent with the history of the department, as well as the future direction the department. Objectives are established to serve as work plans and benchmarks in the services the agency provides. Goals and objectives are submitted to the fire chief for review, are quantifiable and are formally reported and reviewed semi-annually. All fire department programs, efforts and activities are consistent with the fire chief's goals and objectives.

Appraisal

The strategic planning management process has provided an extremely effective way of organizing departmental priorities into workable tasks. This management process has enabled a more accurate means of forecasting budget allocations and aids in all areas of financial planning. *The HPFD strategic plan, City of High Point performance measures report, UNC School of Government benchmarking report, and HPFD annual budget process* have all been key aspects to help identify progress made during the strategic planning process. Chief officer meetings have provided an avenue for departmental review. Performance evaluations have provided insight into the effectiveness of program goals and objectives.

Plan

High Point Fire Department will continue to operate under the strategic planning management process. The department will review not only the results of the reports, but will also review and revise the departmental goals and objectives, and the strategic planning management process itself.

Reference

HPFD strategic plan

City of High Point performance measures report

UNC School of Government benchmarking project

2014/2015 HPFD annual budget

3B.2 The agency's goals and objectives are disseminated to all members of the organization.

Description

High Point Fire Department (HPFD) has published a set of goals and objectives within the *HPFD strategic plan*. These will help to determine the direction of the department and maintain a focus on preserving what is important in the future direction of all aspects of HPFD.

Appraisal

Fire Chief and administrative staff have created a set of meetings reference *HPFD state of the department meetings (2015)*. Admin staff has met with all department employees, on an annual rotating schedule, to review the direction of HPFD, cover all aspects of the organization, as well as provide an opportunity for any questions directed by the fire crews. Goals and objectives are thoroughly discussed, with an open discussion format allowing topics and ideas to be disseminated by all employees.

Plan

Department will continue to meet annually and update or revise as needed.

Reference

HPFD state of the department meetings (2015)

HPFD strategic plan

Criterion 3C: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.

The mission of the organization defines its distinctive nature to the community.

Summary

The High Point Fire Department (HPFD) mission statement is based upon meeting the service needs of the community that it serves. The department tracks measureable tasks in the *City of High Point performance measures report* and *UNC School of Government benchmarking report* to ensure it is adequately meeting the service needs of the community. The annual budget process is a period of self-reporting and an internal departmental strategic planning review is conducted.

Performance Indicators

CC 3C.1 The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's mission, vision, and long range plan(s).

Description

High Point Fire Department goals and objectives are reviewed during the strategic planning management process, data reporting and the annual budget period. During this time, any necessary revisions are assessed and made and added to the *HPFD strategic plan*.

Appraisal

The department has completed references *City of High Point performance measures report & UNC School of Government benchmarking project* semi-annually, that has denoted supporting quantitative documentation, providing support of department progress and has been reviewed to ensure goals and objectives are being met. Program objectives, work plans, policies and goals and objectives are evaluated for compliance with the department's mission and vision, located within the *HPFD strategic plan*.

Plan

HPFD will continue to formally review and revise goals and objectives on an annual basis during the reference *2014/2015 HPFD annual budget* planning meetings, as well as semi-annually completing associated measureable reports.

Reference

HPFD strategic plan

City of High Point performance measures

UNC School of Government benchmarking project

2014/2015 HPFD annual budget

3C.2 The agency establishes performance measures to evaluate achievement of general organizational and operational program goals and objectives.

Description

The High Point Fire Department (HPFD) is able to assess, evaluate and measure the department's progress in meeting specific objectives and to ensure peak performance. Progress in meeting objectives and evaluating departmental performance is reviewed semi-annually. This data is used to identify trends and determine if revision is necessary. Goals and objectives are updated and revised as needed.

Appraisal

HPFD has developed an efficient program to track progress in all division. This has been accomplished through reporting measures by individual division, to submit measureable numbers through references *City of High Point Performance measures report* and *UNC School of Government benchmarking report*. These reports have helped to lead the department through updates and revisions of all programs, to help achieve their desired effectiveness.

Plan

High Point Fire Department will continue to review all quantifiable data every, and participate in review of the goals and objectives as referenced in *HPFD strategic plan*. Reports will continue to be generated on a semi-annual basis.

Reference

HPFD strategic plan

City of High Point Performance measures report

UNC School of Government benchmarking report

Category IV: Financial Resources

This category evaluates the financial condition of an agency to determine its ability to fund operational priorities, its effectiveness in serving the community needs, and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment.

Resources must be adequate to maintain the various programs to which an agency has made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. Budget preparation is the ultimate responsibility of the chief fire officer or chief executive officer and administrative staff. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction, departments, divisions, and other units.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

Criterion 4A: Financial Planning

Financial planning and resource allocation is based on agency planning involving broad staff participation.

The agency's plan for financing should reflect sound strategic planning and a commitment to its stated goals and objectives. Financial support for programs and services should be deemed by the agency as adequate to maintain the number and quality of personnel and other operational costs.

Summary:

High Point Fire Department (HPFD) provides an annual budget to the City Manager's Office at City of High Point. This is reviewed for inclusion in the citywide annual budget on an annual basis. This budget reflects the needs of HPFD to better serve the City of High Point, and as the City grows geographically, HPFD determines the needs to keep the services viable.

Performance Indicators:

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.

Description

High Point Fire Department (HPFD) annual operating budget meets the requirements, compliance and direction given to us by City of High Point's City Manager's Office.

Appraisal

HPFD has followed the City Manager's direction with the referenced *2014/2015 HPFD annual budget* process. This has allowed the department to develop a business plan and operate under the annual budget.

Plan

HPFD will continue to operate under the guidance of City of High Point's annual budget process.

References

2014/2015 HPFD annual budget

CC 4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.

Description

High Point Fire Department (HPFD) annual operating budget meets the requirements, compliance and direction given to us by City of High Point's City Manager's Office. City of High Point's budget is prepared in accordance with the provisions of the North Carolina General Statutes and the policies of the North Carolina Local Government Commission. This budget is balanced and reflects the City Council's commitment to responsible fiscal management, while enhancing services that improve the quality of life for the citizens of High Point.

Appraisal

HPFD has followed the City Manager's direction with the referenced *2014/2015 HPFD annual budget* process. This has allowed the department to develop a business plan and operate under the annual budget. The annual budget process follows references *North Carolina G.S. 159* and *City of High-Point's Code of Ordinances in Article IV*.

Plan

HPFD will continue to operate under the guidance of City of High Point's annual budget process.

References

North Carolina G.S. 159

City of High-Point's Code of Ordinances in Article IV

2014/2015 HPFD annual budget

4A.3 The budget process involves input from appropriate persons or groups, including staff officers and other members of the agency.

Description

High Point Fire Department (HPFD) receives input for the annual budget process from all divisions of the fire department.

Appraisal

HPFD has requested budgetary needs from all divisions and specialty areas of the department. This was achieved by utilizing reference *HPFD budget request form*. This has enabled the department to allocate and budget so that the needs of the department are met.

Plan

HPFD will continue to follow the annual budget planning process.

References

HPFD budget request form

- 4A.4 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency's strategic plan and goals and objectives.

Description

High Point Fire Department (HPFD) annual budget process includes financial planning, capital expenditures and is consistent with meeting the department's goals and objectives. This is outlined in the HPFD strategic and business plans.

Appraisal

During the strategic planning management process HPFD has developed reference *HPFD strategic plan* and currently working on developing a HPFD business plan. These plans have helped to guide the department through the *2014/2015 HPFD annual budget* process to ensure that goals and objectives have been met.

Plan

HPFD will continue to utilize the appropriate plans to determine the direction of the annual budget process.

References

2014/2015 HPFD annual budget
HPFD strategic plan

4A.5 Budgeted expenditures are consistent with projected financial resources.

Description

High point Fire Department (HPFD) expenditures are regularly in line with budgeted foresight.

Appraisal

HPFD has operated within the budgetary planning process, guided by the City Manager's Office and pursuant the reference *North Carolina G.G 159 state statute*. This has allowed HPFD to project the budgetary goals on an annual basis, and budget expenditures accordingly. Per reference *City of High Point Comprehensive Annual Financial Report 2012-2014*, HPFD has stayed within the budget for the last 3 years.

Plan

HPFD will continue to be fiscally responsible with expenditures as they relate to the annual budget.

References

North Carolina G.S. 159

City of High Point Comprehensive Annual Financial Report 2012-2014

Criterion 4B: Financial Practices

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting and auditing.

*NOTE: An agency that has already received the Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the **Government Finance Officers Association (GFOA)** for their **Comprehensive Annual Financial Report (CAFR)** may submit that certificate and their **Comprehensive Annual Financial Report** as prima facie compliance with this criterion. (The agency need not address performance indicators 4B.1 – 4B.8). Reciprocity for this is acknowledged by review of the GFOA's process for reviewing CAFRs submitted to its Certificate Program.*

Summary:

City of High Point publishes a complete set of financial statements and reports, in accordance with NC general statutes, and reporting standards set by generally accepted accounting principles (GAAP). City of High Point has achieved the Certificate of Achievement for Excellence in Financial Reporting by Government Finance Officers Association. This has ensured that HPFD is under guidance. We have provided the certificate from 2013, the last year for which the GFOA has completed reports. We are currently under review for 2014.



Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

**City of High Point
North Carolina**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2014

Executive Director/CEO

Criterion 4C: Resource Allocation

Financial resources are allocated appropriately to support the established organizational mission, the stated long-term plan, and goals and objectives, and to maintain the quality of programs and services.

Financial stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

Summary:

High Point Fire Department (HPFD) provides input into the City of High Point annual budget whereas major assets are planned, scheduled and acquired through the *capital improvement plan* (CIP). High Point Fire Department (HPFD) maintains a budgetary allowance that is sufficient to provide service needs to the City of High Point, according to GAAP practices. HPFD plans for future maintenance costs associated with apparatus and fleet maintenance, equipment repairs, and building repairs. These assets are accounted for in the budget line items.

Performance Indicators:

CC 4C.1 Programs and activities based on current and anticipated revenues are adequate to maintain adopted levels of service.

Description

High Point Fire Department (HPFD) provides input into the City of High Point annual budget through the *general fund*. This allows for purchases based on income through the City of High Point. Facilities and major assets are planned, scheduled and acquired through the *capital improvement plan* (CIP).

Appraisal

HPFD has used portions of the reference *2014/2015 HPFD annual budget* to purchase based on both the *general fund* and the *capital improvement plan* (CIP). Since 2014 HPFD has acquired 2 new pumpers, 1 new air truck and a training tower. This was made possible by planning and managing a fiscally responsible budget, as indicated in the *City of High Point Comprehensive Annual Financial Report 2012-2014*.

Plan

HPFD will continue to plan for a fiscally responsible future, and work to ensure we stay within the confines of the *2014/2015 HPFD annual budget*.

References

2014/2015 HPFD annual budget

City of High Point Comprehensive Annual Financial Report 2012-2014

Capital Improvement Plan (CIP)

4C.2 Plans exist for the payment of long-term liabilities and debts.

Description

High Point Fire Department (HPFD) facilities are planned for and funded utilizing general obligation bonds for major assets with a life expectancy that exceeds the debt obligation.

Appraisal

HPFD training facility was funded with 2/3 bonds which the City of High Point has begun to repay using a multi-year debt obligation plan. This has allowed HPFD to build and maintain facilities where funding would otherwise not be available.

Plan

HPFD will continue to follow legally accepted practices for long term investments.

References

City of High Point Comprehensive Annual Financial Report 2012-2014

4C.3 Future asset maintenance costs are projected with related funding plans.

Description

High Point Fire Department (HPFD) plans for future maintenance costs associated with apparatus and fleet maintenance, equipment repairs, and building repairs. These assets are accounted for in the budget line items. Previous years expenditures help to decide future budgeted costs.

Appraisal

HPFD has relied on reference *City of High Point Comprehensive Annual Financial Report 2012-2014* to determine future budgetary costs associated with maintenance and repair costs. This form of reporting has been helpful in keeping the *2014/2015 HPFD annual budget* accurate and accountable.

Plan

HPFD will continue to plan for maintenance and repairs in the upcoming budget years, by reviewing previous year's expenditures.

References

2014/2015 HPFD annual budget

City of High Point Comprehensive Annual Financial Report 2012-2014

4C.4 Financial plans avoid the use of one-time funding sources to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and capital assets.

Description

High Point Fire Department (HPFD) does not utilize one-time funding sources. City of High Point uses a capital improvement plan (CIP) to account for large capital purchases such as apparatus, SCBA or facilities. This enables planning to collect and purchase assets that are large purchases.

Appraisal

HPFD 15 year apparatus replacement plan, utilizing *City of High Point capital improvement plan (CIP)* was instituted in 2015. The addition of the 2015 HPFD training tower was also purchased under the *City of High Point capital improvement plan (CIP)*. This has also followed the *City of High Point Fiscal Policy Guidelines budget development policies page 8 #3*, stating that ‘one-time or other special revenues will not be used to finance continuing City operations but instead will be used for funding special projects’.

Plan

The department will continue to work closely with City of High Point budget officers and follow all applicable guidelines and policies.

References

City of High Point Comprehensive Annual Financial Report 2012-2014

2014/2015 HPFD annual budget

City of High Point capital improvement plan (CIP)

City of High Point Fiscal Policy Guidelines budget development policies page 8 #3

4C.5 Contingency funds are maintained in accordance with GAAP recommendations and anticipate budgetary restrictions and/or shortfalls.

Description

High Point Fire Department (HPFD) maintains a budgetary allowance that is sufficient to provide service needs to the City of High Point, according to GAAP practices. The City of High Point has funding reserves for unforeseen emergencies. This enables HPFD to operate accordingly based on budget planning.

Appraisal

HPFD has operated under the guidance and direction of City of High Point City Manager. Contingency funds are noted in reference *City of High Point Comprehensive Annual Financial Report 2012-2014 page 33* and standards are followed per reference *2014 FASAB Handbook of Federal Accounting Standards and Other Pronouncements*.

Plan

HPFD will continue to follow guidelines set by City of High Point City Manager and Financial Director.

References

City of High Point Comprehensive Annual Financial Report 2012-2014 (page 33)
2014 FASAB Handbook of Federal Accounting Standards and Other Pronouncements

Category V: Programs

This category is defined as the services, activities and responses provided by the agency for the community or facility that are designed, organized, and operated in compliance with the agency's mission, goals and objectives. Category VIII – Training and Competency, however, appraises the level of proficiency with which personnel actually perform within these programs.

The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency's mission, goals, and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in their self-assessment report. For criterion in Category V, "Programs," that are not applicable to the agency; the agency should briefly explain why it does not provide this program.

Summary

The agency's mission, "to protect lives and property through preparedness, education, prevention and intervention," is a broad statement encompassing all aspects of service that are provided. All programs and services are required to be supportive of this mission and periodic review and revision ensures this occurs.

Review of programs' and services' effectiveness is possible through monthly, quarterly and annual reports as well as the Performance Measures project. From the data contained in these documents, the agency is able to track progress in meeting goals and objectives and ensure that all efforts are within the scope of the Mission Statement. The High Point Fire Department has an excellent record of providing programs and services to further the mission of the department.

The department will continue to implement mission-oriented programs and services to the public, and continually monitor these programs to ensure they are having the intended results.

Category V

Criterion 5A: Fire Suppression

The agency operates an adequate, effective, and efficient fire suppression program directed toward controlling and/or extinguishing fires for the purposes of protecting people from injury or death, and reducing property loss.

Summary

Currently, the City of High Point is protected by 14 fire stations, housing 14 Engine Companies, 4 Ladder Companies, and 1 Rescue. Response units are staffed by 3 rotating shifts consisting of a total of 210 personnel. The High Point Fire Department (HPFD) has an established history of providing an efficient and adequate fire suppression program. Stations and equipment are located to provide the ability to meet or exceed response time goals. All apparatus were acquired in compliance with NFPA 1901 when purchased and are maintained by the Fire Department Shop utilizing a consistent maintenance schedule. The staffing of HPFD apparatus adequately allows the department to meet response time goals. The HPFD General Orders, Safety Manual, and the use of the NIMS-compliant Incident Command System are utilized to provide the highest level of service possible.

Criterion 5A: Fire Suppression

Performance Indicators

CC 5A.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, pumping capacity, apparatus and equipment deployment objectives for each type and magnitude of fire suppression emergency incidents.

Description

Deployment objectives described in the reference *HPFD standard of cover* are met by consistent adherence to national standards. Response time, staffing, pumping capacity and apparatus deployment are all referenced in HPFD strategic planning documents.

Appraisal

HPFD response and deployment coverage have been based on both the *National Fire Protection Agency (NFPA) 1710 standard* and *Insurance Service Office (ISO) public protection classification system*. Reference *HPFD standard of cover* has been the template for response and deployment coverage. HPFD has met minimum internal staffing requirements as indicated in reference *HPFD standard of cover*. This has enabled HPFD to provide consistent and effective emergency response provision to citizens and visitors of the City of High Point.

Plan

HPFD will continue to deploy apparatus and personnel consistent with current policy. Response and deployment coverage will be regularly evaluated to ensure proper response and account for population and geographic growth.

Reference

National Fire Protection Agency (NFPA) 1710 standards

Insurance Service Office (ISO) public protection classification system

HPFD standard of cover

5A.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for fire suppression and to be compliant with local, state/provincial and national standards.

Description

The equipment provided to accomplish the stated level of fire suppression response is delineated in the equipment list for each HPFD apparatus. HPFD provides equipment consistent with the achievement of Insurance Service Office (ISO) public protection classification system class 1 rating.

Appraisal

HPFD has acquired and placed fire suppression apparatus to fit the needs of the department and provide an adequate level of service to the City of High Point. As referenced in the *HPFD equipment list*. HPFD has outfitted itself with an appropriate list of physical resources including pumpers, aerials and a rescue unit. Details about the type and function of the apparatus meet the needs of the department and specifications of the apparatus follow *National Fire Protection Association (NFPA) 1901* and *Insurance Service Office (ISO) PPC Class 1 ISO rating report* standards.

Plan

HPFD will continue to acquire and place fire suppression apparatus to fit the needs of the department and to ensure service provision as per national standards. The acquisition and placement of apparatus will be evaluated regularly to ensure the highest level of service provision.

Reference

HPFD equipment list

National Fire Protection Association (NFPA) 1901

Insurance Service Office (ISO) PPC Class 1 ISO rating report

5A.3 Supplies and materials allocation (e.g., foam, gasoline, fuel, batteries, etc.) is based on established objectives, is appropriate to meet fire suppression operational needs, and is compliant with local, state/provincial and national standards.

Description

Supplies pertaining to HPFD suppression apparatus are maintained at the HPFD Shop, Logistics Facility, or City Fuel Pumps.

Appraisal

Supplies are replenished on an as needed basis from one of the designated locations. Fuel is available from one of two municipal fuel pump locations, or by an arrangement at fuel retailers within the jurisdiction. These records are referenced within *HPFD requisition service issue form* *HPFD requisition supplies form*. In the event of long term power outages a fleet services truck is available for apparatus refueling. *and*

Plan

The procurement of supplies is continually evaluated and is based on past annual expenditures coupled with estimates for future supply quantities.

Reference

HPFD requisition service issue form

HPFD requisition supplies form

5A.4 Current standard operating procedures or general guidelines are in place to direct fire suppression activities.

Description

Fire suppression activities are guided by department general orders. These general orders direct suppression division operations.

Appraisal

HPFD fire suppression activities has been directed by reference *General Orders 300 and 600*, which addressed operating procedures, response protocols, and overall management of fire suppression activities.

Plan

General Orders 300 and 600 will continue to guide and direct HPFD fire suppression activities. These General Orders will be updated as necessary to ensure that the provision of suppression services is adequate and effective.

Reference

HPFD General Orders 300

5A.5 The agency uses a standardized incident command/management system.

Description

The High Point Fire Department (HPFD) utilizes the FIREScope incident command system model for the management of incidents as stipulated by national standards. The use of the FIREScope incident command system provides for the effective and efficient management s of incident scenes consistent with other local, state and federal partners.

Appraisal

Use of the *FIREScope incident command system* has been stipulated in reference *General Order 600*, which has addressed operating procedures, response protocols, and overall management of fire suppression activities.

Plan

General Order 600 will continue to guide and direct HPFD fire suppression activities. This General Order will be updated as necessary to ensure the efficient and effective management of incident scenes.

Reference

FIREScope incident command system
National Incident Management System (NIMS)
HPFD General Orders 600

5A.6 The agency's information system allows for documentation and analysis of its fire suppression response program and incident reporting capability.

Description

High Point Fire Department (HPFD) utilizes Firehouse Records Management System (RMS) to record, document, analyze and report fire suppression responses in a nationally standardized format.

Appraisal

HPFD has recorded, documented and reported fire suppression response data through the use of reference *Firehouse Records Management System (RMS)* with an example given as *FireHouse RMS incident reports*.

Plan

HPFD will continue to evaluate the RMS and report NFIRS data.

Reference

Firehouse Records Management System (RMS)

FireHouse RMS incident reports

CC 5A.7 An appraisal is conducted, at least annually, to determine the effectiveness of the fire suppression program.

Description

High Point Fire Department (HPFD) conducts semi-annual reports that are analyzed against historical and benchmarking data from reporting projects to determine program effectiveness. HPFD also began producing, in 2014, *HPFD ISO rating annual review*. In 2014 HPFD Training Division implemented surveys and feedback through forms from operations personnel and Chief Officers.

Appraisal

HPFD has evaluated semi-annual reports from reference *High Point Fire Department's FireHouse records management system*. Reports have included *City of High Point performance measures report* and *UNC School of Government benchmarking project*. Incident reports have been provided for review by Battalion Chiefs, as well as reports on an as needed basis during regular Chief Officer planning meetings. These reports have helped to analyze program effectiveness of the fire suppression program. HPFD has performed 1410 STG drills, and provided feedback from operations personnel and Chief Officers per references *HPFD General Order 600* and *HPFD Training After Action Report (AAR) Form*. This has been effective in ensuring that training of Fire Operations has been efficient and effective for all members of the Department. The HPFD ISO rating annual review has been effective in tracking and providing essential information as to the effectiveness of the service delivery.

Plan

HPFD will continue to utilize the RMS and produce reports that enable analysis of fire suppression program effectiveness. HPFD will also adopt the CFAI accreditation model for enhanced and continued appraisals and measures.

Reference

City of High Point performance measures report
UNC School of Government benchmarking project

HPFD Training AAR Form

HPFD General Order 600

HPFD ISO rating annual review

Category V

Criterion 5B: Fire Prevention/Life Safety Program

The agency operates an adequate, effective, and efficient program directed toward fire prevention, life safety, hazard risk reduction, the detection, reporting, and control of fires and other emergencies, the provision of occupant safety and exiting, and the provisions for first aid fire fighting equipment¹.

NOTE: Fire Investigations are covered in Criterion 5D.

Summary

High Point Fire Department (HPFD) conducts code enforcement and fire life safety education programs to eliminate the threat of fire for the city of high point. This includes construction plan review, code enforcement, and fire and life safety/education programs that target specific risk reduction strategies.

¹ For more information about “first aid firefighting equipment,” reference NFPA 10 and the current International Fire Code

Performance Indicators

CC 5B.1 The authority having jurisdiction has an adopted fire prevention code.

Description

The High Point Fire Department (HPFD) fire prevention division utilizes local, state and national codes. These codes are adopted through general statutes, city ordinances or consensus standards.

Appraisal

The division has utilized referenced *North Carolina State Building Code: fire prevention code 2012 as well as North Carolina Building Code: Administrative Code and policies 2012* and has followed the applicable National Fire Protection Association (NFPA) codes and standards. The *City of High Point Charter and Code of Ordinances* has not been up-dated to reflect the use of the referenced *North Carolina State Building Code: fire prevention code 2012 and North Carolina Building Code: administrative code and policies 2012*.

Plan

To update City of High Point code of ordinances as needed to assure that our ordinance and Fire Prevention code remains up to date.

Reference

National Fire Protection Association (NFPA)

North Carolina State Building Code: fire prevention code 2012

North Carolina Building Code: administrative code and policies 2012

City of High Point charter and code of ordinances

CC 5B.2 The code enforcement program is designed to ensure compliance with applicable fire protection law and agency objectives.

Description

The High Point Fire Department (HPFD) fire prevention division conducts fire inspections based on the NC general statute, fire prevention code and administrative code and policies. This ensures compliance with applicable state and local laws.

Appraisal

The division conducted fire inspections based on reference *North Carolina State Building Code: fire prevention code 2012 and North Carolina Building Code: administrative code and policies 2012* as well as the *General Statute 160A-411 & 424*. HPFD conducted inspections by qualified inspectors in accordance with reference *NC code official's qualification board rules*.

Plan

To ensure compliance and reduce fire damage to the City of High Point we will continue to operate in compliance with applicable laws and statutes as well as update *City of High Point Charter and Code of Ordinances*.

Reference

North Carolina State Building Code: fire prevention code 2012

North Carolina Building Code: administrative code and policies 2012

General Statute 160A-411 & 424

NC code official's qualification board rules code

City of High Point charter and code of ordinances

CC 5B.3 The program has adequate staff with specific expertise to meet the fire prevention/life safety program goals and objectives.

Description

The division currently meets the program goals to operate with adequate staff with appropriate certifications and education requirements. This ensures that the division meets the department's goals and objectives.

Appraisal

All personnel assigned to the division (100%) have met level III inspector and 161 (79%) operations personnel have met level I inspector requirements in compliance with referenced *NC code official's qualification board rules code*. All division personnel have been certified at a minimum of fire and life safety educator I by the *Office of State Fire Marshal (OSFM) NC Fire and Life Safety Educator Certification*.

Plan

The division will improve consistency and efficiency in meeting program goals by acquiring additional staff to have all code enforcement duties conducted by the fire prevention division.

Reference

NC code official's qualification board rules code

Office of State Fire Marshal (OSFM) NC Fire and Life Safety Educator Certification

5B.4 A plan review process is in place to ensure that buildings and infrastructure (e.g., hydrants, access, street width, etc.) are constructed in accordance with adopted codes and ordinances.

Description

All proposed land development and construction projects are reviewed to ensure compliance with all applicable local, state and national codes and standards. Reviews are conducted in conjunction with city planning and development and inspections department.

Appraisal

The division has been involved in TRC (Technical Review Committee) which has been held at City Hall to review upcoming construction/infrastructure projects. All construction projects have been reviewed electronically through reference *Accela automation (electronic plan review program)* for compliance with referenced *National Fire Protection Association (NFPA), North Carolina State Building Code: fire prevention code 2012 and North Carolina Building Code: administrative code and policies 2012*. All reviews were conducted by qualified fire prevention division personnel in compliance with reference *NC code officials qualification board rules code*.

Plan

We anticipate the plan review process to remain the same. To improve accuracy and quality of plan reviews, the division will pursue advanced training to obtain fire plan examiner certifications.

Reference

National Fire Protection Association (NFPA)

North Carolina State Building Code: fire prevention code 2012

North Carolina Building Code: administrative code and policies 2012

Accela automation (electronic plan review program)

NC code official's qualification board rules code

5B.5 The agency defines and provides appropriate and adequate equipment, supplies and materials to meet the fire prevention/life safety program needs.

Description

All inspection personnel are supplied with appropriate materials and supplies to perform duties and tasks associated with program needs.

Appraisal

All inspection personnel have been supplied with appropriate materials and supplies to perform duties and tasks associated with program needs. This includes fire inspection violation and reinspection reports, vehicles, computers and various office supplies. *High Point Fire Department's Firehouse Records Management System (RMS)* has been utilized for occupancy inspections and premise information. The division has used *Accela automation (electronic plan review program)* to review plans electronically.

Plan

The division will continue to explore avenues to improve efficiency through technology and equipment. The division will pursue additional computer support to improve *Accela automation (electronic plan review program)* plan review process.

Reference

Accela automation (electronic plan review program)

Firehouse Records Management System (RMS)

5B.6 Current standard operating procedures or general guidelines are in place to direct the fire prevention/life safety program.

Description

The division has a general order in place that provides guidance for the fire prevention and life safety program. This ensures that consistency and efficiency in conducting code enforcement and life safety programs.

Appraisal

The division has been following reference *HPFD general order 400* which addresses operating procedures and overall management of the fire code enforcement program.

Plan

The division will update the general order to more accurately define current operation and procedures.

Reference

HPFD general order 400

5B.7 The agency's information system allows for documentation and analysis of the fire prevention program.

Description

The division utilizes *High Point Fire Department's FireHouse records management system* and *Accela automation (electronic plan review program)* to collect, maintain and analyze fire prevention program data. This ensures accurate compliance with program goals and objectives and legal mandates.

Appraisal

The division has been documenting and collecting all fire prevention related data in *High Point Fire Department's FireHouse records management system* and *Accela automation (electronic plan review program)* systems. Reports are obtained through both systems to analyze productivity.

Plan

The division will continue to use *High Point Fire Department's Firehouse Records Management System (RMS)* and *Accela automation (electronic plan review program)* systems to develop and expand reporting options for both systems as they become available.

Reference

Accela automation (electronic plan review program)

Firehouse Records Management System (RMS)

CC 5B.8 An appraisal is conducted, at least annually, to determine the effectiveness of the fire prevention program and its efforts in risk reduction.

Description

Monthly, semi-annual and annual reports are produced and analyzed against historical and benchmarking data from UNC School of Government Benchmarking project to determine program effectiveness. This data is used to compare the division to various similarly sized divisions across the state through benchmarking. HPFD also began producing, in 2014, *HPFD ISO rating annual review*.

Appraisal

The Fire Marshal and the Assistant Chief has evaluated monthly, semi-annual and annual reports from reference *High Point Fire Department's FireHouse records management system* and inspection personnel. Reports have included *HPFD inspections division monthly report*, *City of High Point performance measures report* and *UNC School of Government benchmarking project*. These reports have helped to analyze program effectiveness. The ISO report allowed HPFD to understand where they stand on an annual basis following their ISO 1 review in 2014.

Plan

The division will pursue automating all reports in *High Point Fire Department's FireHouse records management system*. In addition reports will be developed to compare incident statistical data and specific risk reduction strategies.

Reference

HPFD inspections division monthly report
City of High Point performance measures report
UNC School of Government benchmarking project
HPFD ISO rating annual review

Category V

Criterion 5C: Public Education Program

A public education program is in place and directed toward identifying and reducing specific risks in a manner consistent with the agency's mission.

Summary

The High Point Fire Department (HPFD) Fire Prevention Division Public Education Program is led by our fire prevention education officer. The program provides for participation by individuals, businesses and the community in targeted fire and life safety education programs. Several of the programs offered are designed by request to satisfy the needs of a specific target audience, hazard, or demographic.

Criterion 5C: Public Education Program

Performance Indicators

5C.1 The diversity and delivery of the public education program includes individual, business, and community audiences.

Description

The division has in place programs that address the needs of the community including families, business, and community groups. These programs are modified and tailored to meet the needs of each individual group. They include such topics as; general fire prevention, fire escape planning, smoke alarm installation and testing, specific target hazard education, and juvenile fire setters.

Appraisal

In 2014 the division provided 270 programs reaching in excess of 12,500 people as referenced in *City of High Point performance measures report and UNC School of Government benchmarking project*. These programs were managed and coordinated by the fire prevention education officer. Programs have been tracked by type of program, organizational type delivered and age group of participants. In 2014, 18 participants were enrolled in the juvenile fire setters program with 100% success as referenced in *HPFD fire and life safety education monthly report*.

Plan

The fire prevention and education officer position has been expanded into the career development ladder of the division. As division personnel obtain additional training and certification they will fill fire prevention and education officer positions. Current programs will continue and be evaluated for currency and applicability.

Reference

HPFD fire and life safety education monthly report

City of High Point performance measures report

UNC School of Government benchmarking project

5C.2 The program has staffing with specific expertise to accomplish the program goals and objectives.

Description

The division currently meets the program goals to operate with adequate staff with appropriate certifications and education requirements. This ensures that the division meets the department's goals and objectives.

Appraisal

All division personnel have been certified at a minimum of fire and life safety educator I by the *Office of State Fire Marshal (OSFM) NC Fire and Life Safety Educator Certification*. The entire department has obtained 41 (20%) Level I, 5 (2%) Level II, and 3 (1%) Level III fire and life safety educator certifications.

Plan

The division will improve program delivery and oversight by having the fire prevention and education officer position expanded into the career development ladder of the division. As division personnel obtain additional training and certification they will fill fire prevention and education officer positions.

Reference

Office of State Fire Marshal (OSFM) NC Fire and Life Safety Educator Certification

5C.3 The agency defines and provides appropriate adequate equipment, supplies and materials to meet the public education program needs.

Description

All individuals assigned to deliver public education programs are supplied with appropriate materials and supplies to perform duties and tasks associated with program needs.

Appraisal

All individuals have been supplied with appropriate materials and supplies to perform duties and tasks associated with program needs. This includes vehicles, educational materials, fire prevention and education props, computers and various office supplies per reference *TIP sheets*.

Plan

The division will continue to provide public education tailored to the needs of the individual and or group. The division anticipates pursuing grant funding for a kitchen fire simulator to improve our education efforts in one of our leading causes of fires. An equipment and supplies materials listing will be developed and included in the Public Education SOG.

Reference

HPFD fire and life safety education monthly report
TIP sheets

CC 5C.4 The public education program targets specific risks and risk audiences as identified through incident, demographic, and program data analysis.

Description

By utilizing reports, information systems and databases, the division has the capacity to evaluate and analyze incident trends and populations affected to target specific risks and audiences through the community risk reduction program. This allows the division to tailor their public education programs to meet the needs of the community. The department reported these actions to the ISO survey, and was instrumental in achieving additional points towards the ISO Class 1 rating.

Appraisal

By utilizing *National Fire Incident Reporting System (NFIRS)*, *HPFD fire and life safety education monthly report*, *City of High Point performance measures report*, *UNC School of Government benchmarking project*, and *Geographic Information Systems (GIS)* the division has analyzed data and trends to deliver targeted public education to the appropriate audience. This allowed the program to be responsive as trends are identified to deliver on time, on target, appropriate education. The community risk reduction program encompassed multiple projects such as references; *2015 natural gas incident report and outreach program*, *2016 Red Cross HPFD partnership for community smoke alarm canvas*, *juvenile fire setters program*, and *2015 furniture market Pink Heals truck outreach*.

Plan

The division plans to continue analyzing incident data to assist in the development of appropriate risk reduction strategies. These programs will be administered by the newly created *Fire Prevention Education Officer*.

Reference

HPFD fire and life safety education monthly report
City of High Point performance measures report
UNC School of Government benchmarking project

Fire Prevention Education Officer

Geographic Information Systems (GIS)

National Fire Incident Reporting System (NFIRS)

2015 gas calls

2016 Red Cross HPFD partnership for community smoke alarm canvas

Juvenile fire starters program

CC 5C.5 Current standard operating procedures or general guidelines are in place to direct the public education program.

Description

The division has a general order in place that provides guidance for the fire prevention and life safety program which includes public education programs. This ensures consistency and efficiency in the delivery of public education programs.

Appraisal

The division has been following reference *HPFD general order 400* which addresses operating procedures and overall management of the fire code enforcement program.

Plan

The division will update the general order to more accurately define current operations and procedures.

Reference

HPFD general order 400

5C.6 The agency's information system allows for documentation and analysis of its public education program.

Description

The division utilizes a computer generated report to document and analyze the public education program. This ensures accurate compliance with program goals and objectives.

Appraisal

The division has been documenting and collecting all fire prevention related data. Reference *HPFD fire and life safety education monthly report* has been used to document and analyze productivity. In addition the report is used to analyze education efforts based on program type, organization type and age of participants. The division has used *HPFD fire and life safety education monthly report* to track and analyze participation by demographic and target hazard. In addition, the division has the ability to query data and run reports as needed.

Plan

The division will begin to use *Firehouse Records Management System (RMS)* to develop and expand reporting options.

Reference

HPFD fire and life safety education monthly report
Firehouse Records Management System (RMS)

CC 5C.7 An appraisal is conducted, at least annually, to determine the effectiveness of the public education program and its effect on reducing identified risks.

Description

Monthly, semi-annual and annual reports are produced and analyzed against historical and benchmarking data to determine program effectiveness. This data is used to compare the division to various similarly sized divisions across the state through benchmarking. HPFD also began producing, in 2014, *HPFD ISO rating annual review*. A revised website is being developed to allow for better communication through questionnaires and forms.

Appraisal

The Fire Marshal and the Assistant Chief has evaluated monthly, semi-annual and annual reports from reference *High Point Fire Department's FireHouse records management system* and inspection personnel. Reports have included *HPFD inspections division monthly report*, *City of High Point performance measures report* and *UNC School of Government benchmarking project*. These reports have met our needs to analyze program effectiveness. The ISO report allowed HPFD to understand where they stand on an annual basis following their ISO 1 review in 2014.

Plan

The division will pursue automating all reports in *High Point Fire Department's FireHouse records management system*. In addition reports will be developed to compare incident statistical data and specific risk reduction strategies. The enhanced website will allow the division to poll and ask questions from the public.

Reference

HPFD inspections division monthly report
City of High Point performance measures report
UNC School of Government benchmarking project
HPFD ISO rating annual review

5C.8 There are programs in place that enable improved fire protection and injury prevention for low income families (e.g. as free smoke alarm installation, free bicycle helmet program, etc.)

Description

The division has programs in place to improve fire protection and injury prevention for the public, including low income families. Through various funding sources smoke alarms and stove top fire stop extinguishing devices are provided. The stove top devices were targeted based on socio-economic levels and incident data.

Appraisal

The division has been awarded various grants as referenced in; *Smoke alarm grant, Stovetop grant, Red Cross smoke alarm campaign and Walmart Foundation's State Giving Program*. These grants have made it possible for the division to provide smoke alarms and installation for low income demographics. The division has also provided testing and changing of batteries for smoke alarms. A stove top fire stop extinguishing device grant was awarded to assist with risk reduction strategies specifically for low income families. Through these various grants and programs, the division has made smoke alarms available to all of those in need.

Plan

The division will continue to monitor incident type data to determine areas of need. The division will continue to apply for grants based on the needs of the community as they arise, to provide proper risk reduction strategies.

Reference

OSFM smoke alarm grant

Stovetop grant

Red Cross smoke alarm campaign

Wal-Mart Foundation's State Giving Program

Category V

Criterion 5D: Fire Investigation Program

The agency operates an adequate, effective and efficient program directed toward origin and cause investigation and determination for fires, explosions, and other emergency situations that endanger life or property.

Summary

The department has in place a program to investigate all fires. Every fire is investigated to determine origin and cause by the company officer or the incident commander. When the origin and cause cannot be determined, an investigator assigned to the fire prevention division will conduct the investigation. These investigators are on call at all times to assist operational personnel. Additional resources are available to assist the division during complex investigations.

Criterion 5D: Fire Investigation Program

Performance Indicators

CC 5D.1 The agency's fire investigation program is authorized by adopted statute, code, or ordinance.

Description

The Fire Chief has the legal responsibility within the City of High Point for determining the cause of a fire. The fire chief delegates this responsibility to company officers, incident commanders, and the fire prevention division, with overall responsibility assigned to the fire marshal. The state general statute requires and authorizes the investigation of all fires by the chief of the department.

Appraisal

The department has legally carried out origin and cause investigation on all fires in accordance with reference *N.C. General Statute 58-79-1*. The investigations have been carried out by the company officer, incident commander or when necessary investigators that were assigned to the division. When necessary additional resources have been utilized for complex investigations. These have included State Bureau of Investigations (SBI) and Federal Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF).

Plan

The investigation program will continue to investigate all fires, and explore opportunities to improve the operation through training and technology.

References

N.C. General Statute 58-79-1

CC 5D.2 The scientific method (or an equivalent) is utilized to investigate and determine the origin and cause of all significant fires and explosions.

Description

The division while conducting origin and cause investigations uses the scientific method. This provides a systematic approach to be followed during the investigation. All investigators are trained and competent in the use of the scientific method in accordance with nationally recognized guidelines.

Appraisal

The division has used the scientific method as their overall methodology for determining cause of fires. Personnel have been trained and have received annual advanced training in fire origin and cause investigations. The scientific method has been recognized by reference *National Fire Protection Association (NFPA) 921* and the professional qualifications of reference *National Fire Protection Association (NFPA) 1033*.

Plan

The division will continue to use the scientific method as the methodology in the determination of fire cause. The division will continue to obtain advanced training in fire origin and cause investigation.

Reference

National Fire Protection Association (NFPA) 921

National Fire Protection Association (NFPA) 1033

CC 5D.3 The program has adequate staff with specific expertise, training, and credentials to accomplish the program goals and objectives.

Description

The division currently meets the program goals to operate with adequate staff with appropriate certifications and education requirements. This ensures that the division meets the department's goals and objectives.

Appraisal

Personnel assigned to the division and the assistant chief over the division, have acquired advanced training and various certification levels in fire investigations. The following staff currently meets the needs of HPFD; Two HPFD investigators have obtained (IAAI-CFI) reference *International Association of Arson Investigators (IAAI) Certified Fire Investigator (CFI)*. Three HPFD investigators have received (CFEI) *National Association of Fire Investigators (NAFI) Certified Fire and Explosion Investigator (CFEI)*. Four HPFD investigators have been certified as (CFI) reference *Office of State Fire Marshal (OSFM) NC Fire / Arson Investigator Certification*.

Plan

The division will pursue additional advanced training to ensure all investigators in the division can obtain (IAAI-CFI).

Reference

Office of State Fire Marshal (OSFM) NC Fire / Arson Investigator Certification
International Association of Arson Investigators (IAAI) Certified Fire Investigator (CFI)
National Association of Fire Investigators (NAFI) Certified Fire and Explosion Investigator (CFEI)

5D.4 The agency defines and provides appropriate and adequate equipment, supplies and materials to meet the fire investigation program needs.

Description

All inspection personnel are supplied with appropriate materials and supplies to perform duties and tasks associated with program needs.

Appraisal

All investigators have been supplied with appropriate materials and supplies to perform duties and tasks associated with program needs as per recommendations from reference *National Fire Protection Association (NFPA) 921*. This includes vehicles, investigative equipment, evidence collection supplies, protective clothing, computers and various office supplies.

Plan

The division will continue to explore avenues to improve efficiency through technology and equipment utilizing *Firehouse Records Management System (RMS)*. The division will update and obtain protective clothing and respiratory protection as needed. The division is pursuing the purchase of a photoionization detector (PID) to assist in the detection of ignitable liquids. An *equipment and supplies materials listing* will be developed and included in the revised Fire Investigation SOG.

Reference

Firehouse Records Management System (RMS)

National Fire Protection Association (NFPA) 921

5D.5 The agency establishes agreements for support from other agencies to aid in accomplishing the program goals and objectives.

Description

The division has the ability to obtain investigative assistance from both the State Bureau of Investigations (SBI) and Federal Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). Limited K-9 support is available from the SBI. In NC the SBI retains original jurisdiction over all fires and can be requested without the need of a formal agreement. The ATF likewise can be requested for assistance in fires involving commerce, explosives, firefighter deaths or injuries and/or church fires without support agreements. Local law enforcement as well as a sworn Assistant Chief of the Department assist with incendiary type fires.

Appraisal

When necessary, additional resources have been utilized for complex investigations. These have included State Bureau of Investigations (SBI) and Federal Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). The SBI has been charged with original jurisdiction of all fires in NC reference *N.C. General Statute 58-79-1*. Any cases of incendiary type fires have included local law enforcement as well as an Assistance Chief of HPFD that is also a sworn officer. This has been an effective process dealing with these types of fires.

Plan

The division will continue to use these resources as necessary. We are currently meeting with other county organizations in an effort to establish a Guilford County investigation task force.

Reference

N.C. General Statute 58-79-1

CC 5D.6 Current standard operating procedures or general guidelines are in place to direct the fire cause and investigation program.

Description

The division has a general order in place that provides guidance for the fire investigation program. This ensures consistency and efficiency in the investigative process employed by all investigators.

Appraisal

The division has been following reference *HPFD general order 400* which addresses operating procedures and overall management of the fire investigation program.

Plan

The division will continue to update general order 400 to accurately define current operations and procedures.

Reference

HPFD general order 400

5D.7 The agency's information system allows for documentation and analysis of the fire investigation program.

Description

The division utilizes *High Point Fire Department's FireHouse records management system* to collect, maintain and analyze fire investigation program data. This ensures accurate compliance with program goals and objectives. HPFD also began producing, in 2014, *HPFD ISO rating annual review*.

Appraisal

The division has been documenting and collecting all fire investigation related data in Firehouse Records Management System (RMS). Reports are obtained through reference National Fire Incident Reporting System (NFIRS) to analyze investigative results. All investigations are documented in reference *Firehouse Records Management System (RMS)*. The ISO report allowed HPFD to understand where they stand on an annual basis following their ISO 1 review in 2014.

Plan

The division will continue to use *High Point Fire Department's FireHouse records management system* to develop and expand reporting options as they become available.

Reference

Firehouse Records Management System (RMS)

FireHouse RMS incident reports

CC 5D.8 An appraisal is conducted, at least annually, to determine the effectiveness of the fire investigation program.

Description

Monthly, semi-annual and annual reports are produced and analyzed against historical and benchmark data to determine program effectiveness. This data is used to compare the division to various similarly sized divisions across the state through benchmarking. HPFD also began producing, in 2014, *HPFD ISO rating annual review*.

Appraisal

The Fire Marshal and the Assistant Chief has evaluated monthly, semi-annual and annual reports from reference *High Point Fire Department's FireHouse records management system* and investigation personnel. Reports have included *HPFD inspections division monthly report*, *City of High Point performance measures report* and *UNC School of Government benchmarking project*. These reports have helped to analyze program effectiveness. The ISO report allowed HPFD to understand where they stand on an annual basis following their ISO 1 review in 2014.

Plan

The division will pursue automating all reports in *High Point Fire Department's FireHouse records management system*. In addition reports will be developed to compare incident statistical data against national averages. In conjunction with the investigation SOG continually being updated, an individual investigation peer review will be added to the program requirements.

Reference

HPFD inspections division monthly report
City of High Point performance measures report
UNC School of Government benchmarking project
HPFD ISO rating annual review

Criterion 5E: Technical Rescue

NOTE: The program described in this section may also be called 'Heavy Rescue,' 'Extrication' and/or 'Urban Search and Rescue.'

The agency operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause, e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire, etc.

Summary

The High Point Fire Department (HPFD) technical rescue and water rescue/dive teams have been the responding assets for technical rescue and water rescue/recovery incidents involving high-angle, confined space, trench, structural collapse, swift/surface water, and dive rescue/recovery incidents within the response area covered by the HPFD. In addition, ladder and rescue company personnel provide extrication services for persons pinned-in or entrapped in vehicles. The HPFD's technical rescue team is a technician-level team that is trained to respond to the diverse array of technical rescue incidents that may occur within the department's jurisdiction. The water rescue/dive teams are technician-level teams that provide surface and swift water; and dive rescue/recovery services within HPFD's jurisdiction. HPFD will continue to be the lead agency in the response to technical rescue and water rescue/dive rescue and recovery incidents within the jurisdiction.

Criterion 5E: Technical Rescue

Performance Indicators

CC 5E.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of technical rescue emergency incidents.

Description

The activities and deployment objectives of the High Point Fire Department (HPFD) technical rescue and water rescue/dive teams are referenced in HPFD general order 700. The deployment objectives to be met for the technical rescue team have been described in three specific levels of response (Rescue level 1 high angle/above ground 13 people or 19% of total daily staffing, Rescue level 2 trench rescue/recovery 13 people or 19% of total daily staffing, Rescue level 3 confined space 13 people or 19% of total daily staffing, Rescue level 4 dive/water rescue 9 people or 13% of total daily staffing), which are indicated by the type of incident. The deployment objectives for the water rescue/dive team have been described in a specific level of response for water rescue/dive incidents. The deployment objectives for vehicle extrication incidents have been described in two specific levels of response (Rescue level 5 rollover, entrapment, pin-in or head on collision 8 people or 11% of total daily staffing and Rescue level 5 highway response 11 people or 16% of total daily staffing) for vehicle extrication incidents.

Appraisal

The response time objectives and staffing requirements have been met by utilizing the response levels delineated in *HPFD general order 700* meeting the baseline performance as stated in our *HPFD standard of cover* and response times as delineated in the referenced *Center for Public Safety Excellence (CPSE) technical rescue performance chart*. This has been effective for HPFD technical rescue responses and provides data necessary to help determine continual improvement through the accreditation model.

Plan

HPFD will continue to use existing response and dispatch policies to meet emergency deployment objectives as directed in *HPFD general order 700*.

Reference

HPFD general order 700

Center for Public Safety Excellence (CPSE) technical rescue performance chart

5E.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for technical rescue and to be compliant with local, state/provincial and national standards.

Description

The equipment provided to accomplish technical rescue and water rescue/dive team, and Vehicle Extrication responses is stated in the equipment list for each respective apparatus. These include 2 trucks and trailers that carry a full complement of equipment for trench, confined space, high angle and structural collapse. This equipment cache includes struts, shoring panels, air management systems, tripods, as well as necessary equipment to meet State USAR guidelines. For water rescue HPFD has 3 boats and all of the necessary dive and water rescue equipment. For extrication and machinery entrapment incidents, our heavy rescue and truck/ladder companies carry extrication equipment.

Appraisal

The High Point Fire Department (HPFD) technical rescue team has been provided with appropriate and adequate equipment for response to technical rescue incidents in conformance with the *North Carolina Office of State Fire Marshal's (OSFM) technical rescuer curriculum*. The HPFD Water Rescue Team has been provided with appropriate and adequate equipment for response to water rescue incidents in conformance with the *North Carolina Office of State Fire Marshal's (OSFM technical rescuer water rescue curriculum)*. The HPFD dive team has been provided with appropriate and adequate equipment for response to dive rescue/recovery incidents in conformance with commonly accepted dive rescue/recovery team practices as referenced in *High Point Fire Department (HPFD) individual apparatus equipment lists*. HPFD assets provided with vehicle extrication equipment have been provided with appropriate and adequate equipment for response to vehicle extrications in conformance with the *North Carolina Office of State Fire Marshal's (OSFM technical rescuer vehicle machinery rescue curriculum)*. The equipment listed in the *High Point Fire Department (HPFD) individual apparatus equipment lists* for each relevant apparatus shall be considered the minimum complement of equipment.

Plan

The HPFD will continue to maintain the complement of equipment provided to the technical rescue and water rescue/dive team, and vehicle extrication assets and will continue to evaluate any future equipment needs as state and national standards are revised.

Reference

High Point Fire Department (HPFD) individual apparatus equipment lists

North Carolina Office of State Fire Marshal (OSFM) technical rescuer curriculum

5E.3 Supplies and materials allocation is based on established objectives, is appropriate to meet technical rescue operational needs, and is compliant with local, state/provincial and national standards.

Description

The supplies and materials provided to accomplish technical rescue team, water rescue/dive team, and Vehicle Extrication responses are stated in the equipment list for each respective apparatus.

Appraisal

The High Point Fire Department (HPFD) technical rescue team has been provided with appropriate and adequate supplies and materials for response to technical rescue incidents in conformance with the *North Carolina Office of State Fire Marshal's technical rescuer curriculum*. The HPFD water rescue team has been provided with appropriate and adequate supplies and materials for response to water rescue incidents in conformance with the *North Carolina Office of State Fire Marshal's technical rescuer water rescue curriculum*. The HPFD dive team has been provided with appropriate and adequate supplies and materials for response to dive rescue/recovery incidents in conformance with commonly accepted dive rescue/recovery team practices. HPFD assets provided with vehicle extrication equipment have been provided with appropriate and adequate supplies and materials for response to vehicle extrications in conformance with the *North Carolina Office of State Fire Marshal's technical rescuer vehicle machinery rescue curriculum*. The supplies and materials (items other than equipment listed in the preceding section) listed in the *HPFD hazmat apparatus equipment list* for each relevant apparatus shall be considered the minimum complement of same.

Plan

The HPFD will continue to maintain the complement of supplies and materials provided to the technical rescue team, water rescue/dive team, and vehicle extrication assets and will continue to evaluate any future equipment needs as state and national standards are revised.

Reference

High Point Fire Department (HPFD) technical rescue, water rescue, and dive team apparatus equipment lists

High Point Fire Department (HPFD) apparatus equipment lists (for apparatus carrying vehicle extrication equipment)

North Carolina Office of State Fire Marshal (OSFM) technical rescuer curriculum

HPFD tech rescue apparatus equipment list

CC 5E.4 Current standard operating procedures or general guidelines are in place to accomplish the stated level of response for technical rescue incidents.

Description

High Point Fire Department (HPFD) technical rescue team, water rescue/dive team, and vehicle extrication asset operating procedures are stipulated in *HPFD general order 700*. This GO is current and per policy will be reviewed on a 3 year rotation.

Appraisal

The HPFD technical rescue team, water rescue/dive team, and vehicle extrication asset programs have been directed by *HPFD general order 700*, which addressed operating procedures, response protocols, and overall management. This has proven to be effective for HPFD technical rescue incidents.

Plan

HPFD general order 700 will continue to be utilized to outline HPFD technical rescue team, water rescue/dive team, and vehicle extrication asset operating procedures and guidance. The general order will be updated as necessary to ensure appropriate response actions.

Reference

HPFD general order 700

5E.5 Minimum training and operational standards are established and met for all personnel who function in the technical rescue program.

Description

Minimum training and operational standards for all personnel that may respond to technical rescue/water rescue/dive rescue/recovery; and/or extrication incidents are stated in HPFD general order 700. Relevant High Point Fire Department (HPFD) personnel have been provided in-house training to enable them to perform related functions as required by Federal OSHA, North Carolina department of labor, and other relevant regulations (*29 CFR 1910.146, 29 CFR 1926 Subpart P, OSHA general duty clause*). HPFD technical rescue team personnel have worked towards completing *North Carolina Office of State Fire Marshal (OSFM) technical rescuer certification* in appropriate disciplines. All HPFD operations personnel have been trained to the water rescue awareness level *High Point Fire Department water rescue awareness class*. Water rescue team personnel have been encouraged to complete *North Carolina Office of State Fire Marshal (OSFM) technical rescuer water rescue certification*. HPFD personnel assigned to assets performing vehicle extrication operations have been provided *HPFD extrication training* during recruit school and at regular intervals throughout their careers and were encouraged to complete NC OSFM technical rescuer vehicle and machinery rescue certification. Dive team personnel serving in an operational in-water capacity were required to be certified to a minimum of the PADI advanced open water level and were encouraged to become certified as PADI Rescue Divers *PADI dive training curriculum*. HPFD personnel serving as boat operators were required to have completed a North Carolina Wildlife Resources Commission compliant boater education course *NCWRC boater education course curriculum* (<https://www.boated.com/northcarolina/index.html>).

Appraisal

As such, 3 HPFD Operations personnel were certified as technical rescuer (TR) – Ropes (1.4% of operations personnel). 23 HPFD operations personnel are certified as TR – VMR (10.9% of operations personnel). 1 HPFD Operations employee is certified as TR – structural collapse

(0.5% of operations personnel). 2 HPFD operations personnel are certified as TR – trench (0.95% of operations personnel). 18 HPFD operations personnel are certified as TR – water rescue (8.6% of Operations personnel).

In the former rescue technician certification program, 58 HPFD operations personnel were certified as RT – Ropes (27.6% of operations personnel). 66 HPFD operations personnel were certified as RT – VMR (31.4% of operations personnel). 2 HPFD operations personnel were certified as RT – structural collapse (0.95% of operations personnel). 3 HPFD operations personnel were certified as RT – Trench (1.4% of operations personnel). 3 HPFD operations personnel were certified as RT – confined space (1.4% of operations personnel).

Required annual recurrent training is stipulated in general order 700.

24 HPFD personnel were certified as PADI open water divers (11.4% of operations personnel). 24 HPFD personnel were certified as PADI advanced open water divers (11.4% of operations personnel). 10 HPFD personnel were certified as PADI rescue divers (4.8% of operations personnel). 29 HPFD personnel have completed the boater safety education course (2.4% of HPFD operations personnel).

HPFD has been effective in meeting National Standards for compliance with OSHA and regulatory agency standards in regards to technical rescue training requirements.

Plan

General order 700 will continue to be utilized to outline HPFD specialty teams training and operational procedures and guidance. The general order will be updated as necessary to ensure appropriate response actions.

Reference

HPFD general order 700

29 CFR 1910.146

29 CFR 1926 Subpart P

OSHA General Duty Clause

NC OSFM Technical Rescuer Curriculum

HPFD Water Rescue Awareness Class

HPFD In-House Extrication Training

PADI Dive Training Curriculum

NCWRC Boater Education Course Curriculum (<https://www.boat-ed.com/northcarolina/index.html>)

5E.6 The agency's information system allows for documentation and analysis of the technical rescue program.

Description

High Point Fire Department (HPFD) utilizes *Firehouse Records Management System (RMS)* to record, document, analyze and report technical rescue team, water rescue/dive team, and vehicle extrication program responses in a nationally standardized format.

Appraisal

Technical rescue, water rescue/dive, and vehicle extrication incidents have been documented and analyzed through the use of reference *Firehouse Records Management System (RMS)* with an example given as *FireHouse RMS incident reports*. Post-incident debriefings have been conducted to ensure effectiveness and safety in future responses.

Plan

The HPFD will continue to collect and analyze data regarding the technical rescue team, water rescue/dive team, and vehicle extrication programs.

Reference

Firehouse Records Management System (RMS)

FireHouse RMS incident reports

CC 5E.7 An appraisal is conducted, at least annually, to determine the effectiveness of the technical rescue program.

Description

The appraisal process is continual and ongoing in nature, as each significant incident is evaluated by addressing and discussing relevant parameters as stated in *HPFD General Order 224, Post Incident Analysis*. Also utilized for technical rescue program incident appraisal is the semi-annual *UNC School of Government benchmarking project* and *City of High Point performance measures reports*. HPFD also performs annual compliance technical rescue drills, which have provided feedback on the program per reference *HPFD General Order 700*.

Appraisal

The use of multiple reporting avenues has been effective in helping HPFD to appraise the technical rescue program through performance and measurement. Incident totals and incident reports are reviewed during both the benchmark and performance measures reports. HPFD has required annual *OSHA 29 CFR 1926 Subpart P & 191.146*, required technical rescue drills, which have been an effective method to provide feedback by both operations personnel and chief officers per reference *HPFD Training AAR Form*. This allowed for regular reviews and systematic approaches to reviewing incidents.

Plan

The current appraisal system will continue to be utilized. HPFD will also adopt the CFAI accreditation model for enhanced and continued appraisals and measures.

Reference

HPFD General Order 224, Post Incident Analysis
City of High Point performance measures report
UNC School of Government benchmarking project
HPFD General Order 700
HPFD Training AAR Form
OSHA 29 CFR 1926 Subpart P & 191.146

Criterion 5F: Hazardous Materials (Hazmat)

The agency operates an adequate, effective, and efficient hazardous materials program directed toward protecting the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials.

NOTE: Hazardous material emergencies, spills, releases, or accidents have become a major function of fire service agency activity. Hazardous materials response is a complex undertaking, and considerable knowledge and resources are required to cope with these types of emergencies. Such incidents may require the integration or coordination of several agencies. The local fire agency has generally become the lead agency during the destabilized emergency portion of the incident.

Summary

The High Point Fire Department (HPFD) hazardous materials response team has historically been the responding agency for spills, releases, or accidents involving hazardous materials at fixed site and transportation incidents. In addition, non-hazmat team personnel are trained to and respond at the operations level. The Department's Hazmat Team is a Technician-and Specialist-level team that mitigates hazardous materials incidents through the use of offensive and defensive actions. Operations level personnel may perform defensive actions and assist with decontamination efforts. The Department will continue to be the lead agency in the response to and mitigation of hazmat incidents within the jurisdiction covered by HPFD.

Criterion 5F: Hazardous Materials (Hazmat)

Performance Indicators

CC 5F.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of hazardous materials emergency incidents.

Description

The activities and deployment objectives of the High Point Fire Department Hazmat Team are stipulated in High Point Fire Department General Order 700.

Appraisal

The deployment objectives to be met have been described in three progressive levels of response indicated by the nature and extent of the incident, as stipulated in *HPFD General Order 700*. The response time objectives and staffing requirements are met by utilizing the response levels delineated in *HPFD general order 700*, meeting the baseline performance as stated in our SOC and response times as delineated in the referenced *CPSE Hazmat Performance Chart*

Plan

The Department will continue to use existing response and dispatch policies to meet emergency deployment objectives as directed in General Order 700.

Reference

HPFD general order 700

CPSE Hazmat Performance Chart

5F.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for hazardous materials response and to be compliant with local, state/provincial and national standards.

Description

The equipment provided to accomplish technician and specialist level responses is stated in the equipment list for each hazmat team apparatus.

Appraisal

The High Point Fire Department Hazmat Team has been provided with appropriate and adequate equipment for response to and mitigation of hazardous materials incidents in conformance with the *North Carolina Office of State Fire Marshal's Hazardous Materials Technician Curriculum (hard copy)*; and other state and national standards. The equipment listed in *HPFD Hazmat Apparatus Equipment Lists* for each hazmat team apparatus shall be considered the minimum complement of equipment.

Plan

The Department will continue to maintain the complement of equipment provided to the hazmat team and will continue to evaluate any future equipment needs as state and national standards are revised.

Reference

HPFD Hazmat Apparatus Equipment Lists

North Carolina Office of State Fire Marshal's Hazardous Materials Technician Curriculum (hard copy)

5F.3 Supplies and materials allocation is based on established objectives, is appropriate to meet hazardous materials response operational needs, and is compliant with local, state/provincial and national standards.

Description

The supplies and materials allocated to the High Point Fire Department Hazmat Team to accomplish technician and specialist level responses are stated in the equipment list for each hazmat team apparatus.

Appraisal

The High Point Fire Department hazmat team has been provided with appropriate and adequate supplies and materials for the response to and mitigation of hazardous materials incidents in conformance with the *North Carolina Office of State Fire Marshal's Hazardous Materials Technician Curriculum*; and other state and national standards. The supplies and materials (items other than equipment specified in the preceding section, i.e. brushes, buckets, tape etc.) listed in the *HPFD Hazmat Apparatus Equipment Lists* for each hazmat team apparatus shall be considered the minimum complement of a hazmat response.

Plan

The Department will continue to maintain the complement of supplies and materials provided to the hazmat team and will continue to evaluate any future needs as state and national standards are revised.

Reference

HPFD Hazmat Apparatus Equipment Lists

North Carolina Office of State Fire Marshal's Hazardous Materials Technician Curriculum

CC 5F.4 Current standard operating procedures or general guidelines are in place to direct the hazardous materials response program.

Description

High Point Fire Department Hazmat Team/Program operating procedures are stipulated in General Order 700.

Appraisal

The High Point Fire Department Hazmat Program has been directed by *HPFD General Order 700*, which addresses operating procedures, response protocols, and overall management of the Hazmat Program. This General Order has been adjusted over time and found to be effective.

Plan

HPFD general order 700 will continue to be utilized to outline High Point Fire Department Hazmat Program operating procedures and guidance. The General Order will be updated as necessary to ensure appropriate response actions.

Reference

HPFD general order 700

5F.5 Minimum training and operational standards are established and met for all personnel who function in the hazardous materials response program, including for incidents involving weapons of mass destruction.

Description

Minimum training and operational standards for all personnel that may respond to hazmat incidents are stated in General Order 700.

Appraisal

All High Point Fire Department Operations personnel have been trained/certified to the Operations level. Hazmat Team personnel complete Hazmat Technician training/certification following assignment to the team as classes become available. A total of 86 High Point Fire Department Operations personnel are certified as Hazmat Technicians (40% of Operations personnel). In addition, 4 High Point Fire Department Operations personnel are certified as Hazmat Specialists (2% of Operations personnel). Appropriate WMD topics are included in the State of North Carolina hazmat curriculum. Required annual recurrent training (as well as initial training detailed above) is stipulated in *HPFD General Order 700*.

Plan

HPFD general order 700 will continue to be utilized to outline High Point Fire Department Hazmat Program training and operational procedures and guidance. The General Order will be updated as necessary to ensure appropriate response actions.

Reference

HPFD general order 700

5F.6 The agency's information system allows for documentation and analysis of the hazardous materials program.

Description

Hazardous materials program data is stored in the Firehouse records management system. Data can be retrieved and analyzed as necessary.

Appraisal

Significant hazardous materials incidents have been documented and analyzed in the *Firehouse Records Management System (RMS)*. Post-incident debriefings are conducted to ensure effectiveness and safety in future hazmat responses. An example is given as reference *FireHouse RMS incident reports*.

Plan

The High Point Fire Department will continue to collect and analyze data regarding the Hazmat Response Program.

Reference

Firehouse Records Management System (RMS)

FireHouse RMS incident reports

CC 5F.7 An appraisal is conducted, at least annually, to determine the effectiveness of the hazardous materials program.

Description

The appraisal process is continual and ongoing in nature, as each significant incident is evaluated by addressing and discussing relevant parameters as stated in *HPFD General Order 224, Post Incident Analysis*. Also utilized for hazmat program incident appraisal is the semi-annual *UNC School of Government benchmarking project* and *City of High Point performance measures reports*. HPFD also performs annual compliance hazmat drills, which have provided feedback on the program per reference *HPFD General Order 700*. HPFD also began producing, in 2014, *HPFD ISO rating annual review*.

Appraisal

The use of multiple reporting avenues has been effective in helping HPFD to appraise the hazmat program through performance and measurement. Incident totals and incident reports are reviewed during both the benchmark and performance measures reports. HPFD has required annual hazmat drills, which have been an effective method to provide feedback by both operations personnel and chief officers per reference *HPFD Training (After Action Report) AAR Form*. This allowed for regular reviews and systematic approaches to reviewing incidents. The ISO report allowed HPFD to understand where they stand on an annual basis following their ISO 1 review in 2014.

Plan

The current appraisal system will continue to be utilized. HPFD will also adopt the CFAI accreditation model for enhanced and continued appraisals and measures.

Reference

HPFD General Order 224, Post Incident Analysis

City of High Point performance measures report

UNC School of Government benchmarking project

HPFD General Order 700

HPFD ISO rating annual review

HPFD Training AAR Form

Criterion 5G: Emergency Medical Services (EMS)

The agency operates an EMS program that provides the community with a designated level of out-of-hospital emergency medical care.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

Summary

The High Point Fire Department (HPFD) operates an Emergency Medical Services (EMS) program that provides EMS services at the Emergency Medical Technician – Basic level (which in the state of North Carolina includes the use of defibrillators and administration of approved medicines). The 14 engine companies and 1 rescue company respond to medical calls of stipulated severities within their territories. HPFD ladder companies may also respond to medical calls if extraordinary conditions dictate. Local EMS providers provide for the transport of patients to medical care, and operations personnel at the battalion chief level and below are required to acquire and maintain certifications as Emergency Medical Technicians at the basic level.

Criterion 5G: Emergency Medical Services (EMS)

Performance Indicators

CC 5G.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of emergency medical incidents.

Description

Deployment objectives described in the reference *HPFD standard of cover* are met by consistent adherence to national standards. Response time, staffing and apparatus deployment are all referenced in HPFD standard of cover documents.

Appraisal

HPFD response and deployment coverage have been based on reference *National Fire Protection Agency (NFPA) 1710* standard. Reference *HPFD standard of cover* has been the template for response and deployment coverage for effective EMS response, at the Basic Life Support (BLS) level. HPFD responds to level C (Charlie), D (Delta) and E (Echo) EMS incidents, which are the three most severe types. HPFD sends one company to reported cardiac arrests; however additional assets can be requested. This has enabled HPFD to provide consistent and effective emergency response provision to citizens and visitors of the City of High Point.

Plan

HPFD will continue to deploy apparatus and personnel consistent with current policy. Response and deployment coverage will be regularly evaluated to ensure proper response and account for population and geographic growth.

Reference

National Fire Protection Agency (NFPA) 1710

HPFD standard of cover

5G.2 The agency defines and provides appropriate and adequate equipment to accomplish the stated level of response for EMS incidents and to be compliant with applicable local, state/provincial and national standards and mandates.

Description

The equipment provided to accomplish the stated level of EMS response is delineated in the equipment list for each HPFD apparatus and by *Guilford County EMS Protocols and State of North Carolina Office of Emergency Medical Services Protocols*.

Appraisal

Assets responding to EMS incidents have included all HPFD engines and one rescue unit which provided appropriate and adequate equipment for response to EMS incidents. This has kept HPFD in conformance with the respective *HPFD Apparatus Equipment List* and as required by *Guilford County EMS protocols and State of North Carolina Office of Emergency Medical Services Protocols and NC Division of Public Health Records Management*. The EMS equipment listed is the equipment list for each HPFD apparatus shall be considered the minimum complement of equipment.

Plan

The HPFD will continue to maintain the complement of equipment provided for EMS responses and will continue to evaluate any future equipment needs as state and national standards are revised.

Reference

HPFD Apparatus Equipment Lists

Guilford County EMS protocols

State of North Carolina Office of Emergency Medical Services Protocols

NC Division of Public Health Records Management

5G.3 Supplies and materials allocation is based on established objectives, is appropriate to meet EMS operational needs, and is compliant with local, state/provincial and national standards.

Description

Adequate and effective supplies and materials for EMS response were located on all HPFD apparatus. Replacement supplies were stored at each station. In the event that immediate replacement was needed in the field, supplies were obtained from the EMS unit on scene. The Logistics Facility has stocked supplies to replenish station supplies or for immediate replacement in the field if an EMS unit had departed the scene.

Appraisal

EMS supplies have been replenished on an as needed basis from one of the aforementioned locations. Supplies have been maintained in accordance with *Guilford County EMS protocols and State of North Carolina Office of Emergency Medical Services Protocols*.

Plan

The procurement of supplies is continually evaluated and is based on past annual expenditures coupled with estimates for future supply quantities.

Reference

Guilford County EMS protocols

State of North Carolina Office of Emergency Medical Services Protocols

CC 5G.4 Standard operating procedures or general guidelines, and standing orders/protocols, are in place to direct EMS response activities and to meet the stated level of EMS response.

Description

High Point Fire Department (HPFD) EMS response activities are guided by *Guilford County EMS Protocols and State of North Carolina Office of Emergency Medical Services Protocols*.

Appraisal

HPFD EMS response activities have been directed by *Guilford County EMS protocols and State of North Carolina Office of Emergency Medical Services Protocol*. Such direction has allowed HPFD to meet the stated level of EMS response.

Plan

HPFD will continue to utilize the aforementioned protocols to guide and direct EMS response activities. The protocols will be updated on a regular basis to ensure that the provision of EMS services is adequate and effective.

Reference

Guilford County EMS protocols

State of North Carolina Office of Emergency Medical Services Protocols

5G.5 Online and offline medical control is available to the agency.

Description

High Point Fire Department (HPFD)EMS response activities are guided by the standing orders stipulated in *Guilford County EMS Protocols and State of North Carolina Office of Emergency Medical Services Protocols*. Online medical control can be contacted through local EMS providers.

Appraisal

HPFD EMS response activities have been guided by the standing orders stipulated in *Guilford County EMS protocols and State of North Carolina Office of Emergency Medical Services protocols*. HPFD personnel have been able to contact online medical control through local EMS providers. HPFD has operated at the EMT basic level, therefore operated under predetermined standing orders.

Plan

HPFD will continue to utilize the above methods to ensure that online and offline medical control is available.

Reference

Guilford County EMS protocols

State of North Carolina Office of Emergency Medical Services Protocols

CC 5G.6 A patient care record is created and maintained for each patient encountered by the EMS system. This report contains patient history, incident history, data regarding treatment rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect reports from public access and maintain them as per local and state/provincial records retention requirements.

Description

The High Point Fire Department (HPFD) utilizes the Firehouse Records Management System to document patient care. The records are protected from public access as part of the EMS Module and are retained as per local and state records retention requirements.

Appraisal

HPFD has utilized the *Firehouse Records Management System* for the documentation of patient care. Patient care records have been protected from public access as part of the EMS Module on Firehouse and have been retained as per *Guilford County EMS protocols* and the *North Carolina Records Retention Schedule*, which states records retention for a total of 11 years.

Plan

HPFD will continue to utilize the *Firehouse Records Management System* for the documentation of patient care and will continue to retain those records as stated above.

Reference

Guilford County EMS protocols

State of North Carolina Office of Emergency Medical Services Protocols

North Carolina Records Retention Schedule

CC 5G.7 The agency has a HIPAA¹ compliance program in place for the EMS program that meets with federal guidelines and all personnel have been properly trained in HIPAA regulations and procedures.

Description

The High Point Fire Department (HPFD) utilizes the *Guilford County EMS HIPAA Compliance Program* to meet federal guidelines. All HPFD operations personnel receive HIPAA training in EMT Certification Class and in regular EMT Continuing Education.

Appraisal

HPFD has utilized the *Guilford County EMS HIPAA Compliance Program* to ensure compliance with federal guidelines and all HPFD operations personnel have received initial training in same. HPFD provides recurrent HIPAA training on an annual basis as a portion of EMT refresher classes.

Plan

HPFD will continue to utilize the *Guilford County EMS HIPAA Compliance Program* to ensure federal compliance and will ensure that all operations personnel receive continuing HIPAA training.

Reference

Guilford County EMS HIPAA Compliance Program

¹ HIPAA=Health Insurance Portability and Accountability Act

5G.8 Patient care records receive an independent review and the agency has a quality assurance program in place.

Description

HPFD does not write patient care reports. HPFD does write AED and incident reports. The incident reports are quality checked by battalion chiefs. Guilford County EMS checks each AED report for quality assurance review.

Appraisal

HPFD has had no independent review of patient care records, this is handled by Guilford County EMS per *Guilford County EMS standards*.

Plan

No changes are in place to change this procedure at this time.

Reference

Guilford County EMS standards

5G.9 The agency's information system allows for documentation and analysis of the EMS program.

Description

High Point Fire Department (HPFD) utilize records management system (RMS) to record, document, analyze and report EMS responses in a nationally standardized format.

Appraisal

HPFD has documented and reported EMS response data through the use of reference *FireHouse RMS incident reports*. Data can be retrieved and analyzed as necessary.

Plan

HPFD will continue to evaluate the RMS and report NFIRS data.

Reference

FireHouse RMS incident reports

CC 5G.10 An appraisal is conducted, at least annually, to determine the effectiveness of the EMS program.

Description

High Point Fire Department (HPFD) conducts semi-annual reports that are analyzed against historical and benchmarking data from reporting projects to determine program effectiveness.

Appraisal

HPFD has evaluated semi-annual reports from reference *High Point Fire Department's FireHouse records management system* which include incident types, incident totals, cardiac saves, etc. Reports have included *City of High Point performance measures report* and *UNC School of Government benchmarking project*. These reports have helped to analyze program effectiveness of the EMS program.

Plan

HPFD will continue to utilize the RMS and produce reports that enable analysis of EMS program effectiveness.

Reference

City of High Point performance measures report
UNC School of Government benchmarking project

Criterion 5H: Domestic Preparedness Planning and Response

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan, designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

Summary

The City of High Point all-hazards preparedness program is led by the City of High Point Office of Emergency Management (OEM), which lies within the High Point Fire Department. The High Point OEM is responsible for the maintenance and revision of the City of High Point Emergency Operations Plan (EOP), which serves to guide the management of emergencies and establishes the structure of response efforts in the field and in the City Coordination Center. The City of High Point's preparedness program addresses both natural and man-made hazards.

Criterion 5H: Domestic Preparedness Planning and Response

Performance Indicators

CC 5H.1 The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. An appropriate multi-agency organizational structure is identified and authorized to carry out the all-hazards plan predetermined functions and duties.

Description

The City of High Point Emergency Operations Plan (EOP), which acts as an all hazards plan, defines the roles and responsibilities of both internal departments and external agencies in the management of emergencies arising from all hazard types. The EOP also describes the organizational structure utilized by all departments and agencies during an emergency.

Appraisal

The organizational structure has been defined by the *City of High Point EOP*, and revised on a three-year cycle with regular contact being kept with the City Manager's Office staff and all department directors and external agencies. The EOP not only states the roles and responsibilities of all participating internal departments and external agencies, but also delineates the structure utilized to manage emergencies of all types.

Plan

The City of High Point EOP will continue to be utilized to guide the management of emergencies within the city and will continue to be updated on a three-year cycle.

Reference

City of High Point Emergency Operations Plan

5H.2 The agency is compliant with the National Incident Management System¹(NIMS) and its operational methods are compatible with all external response agencies.

Description

The High Point Fire Department (HPFD) utilizes the National Incident Management System (NIMS) to facilitate the management of incidents of all sizes and types. Personnel are trained in the use and content of the NIMS and the component of NIMS-compliant Incident Command System practices. The operational methods of the High Point Fire Department are compatible with external response agencies and regular training is conducted with same.

Appraisal

The HPFD has utilized the NIMS and the component of NIMS-compliant Incident Command System practices to ensure incidents are managed efficiently and effectively. The use of the NIMS-compliant ICS System (FIREScope) has been outlined in *HPFD general order 600*. The required NIMS training by rank/position has been stipulated in the *City of High Point NIMS Training Requirements*. HPFD personnel have also regularly trained with external response agencies as stipulated in the *Insurance Service Office (ISO) PPC Class 1 ISO rating report* to ensure the consistency of operational methods.

Plan

The HPFD will continue to ensure compliance with the NIMS and will ensure appropriate training is conducted to enable personnel to maintain their understanding of same. Regular contact with external response agencies will continue to ensure the compatibility of operational methods and training with such agencies will continue to be conducted.

Reference

HPFD general order 600

City of High Point NIMS Training Requirements

Insurance Service Office (ISO) PPC Class 1 ISO rating report

¹ Federal Emergency Management Agency, Retrieved May 26, 2009 from About the National Incident Management System (NIMS) Web Site: <http://www.fema.gov/emergency/nims/AboutNIMS.shtm>

5H.3 The necessary outside agency support is identified and documented.

Description

The High Point Fire Department (HPFD) utilizes outside agency support to ensure adequate and effective response to emergencies. Such support is identified and documented to allow for organized management of same.

Appraisal

HPFD has identified and documented outside agencies that will support response efforts in emergency situations. Such agencies have been identified and documented in *Mutual Aid Agreements* and in *City of High Point Office of Emergency Management Contact Information*.

Plan

HPFD will continue to identify and document outside agencies that will support response efforts in emergency situations. Such information will also be updated on a regular basis.

Reference

HPFD mutual aid agreements

City of High Point Office of Emergency Management Contact Information

CC 5H.4 **Current standard operating procedures or general guidelines are in place to direct domestic preparedness planning and response activities.**

Description

High Point Fire Department (HPFD) domestic preparedness planning and response activities are directed by the *City of High Point Emergency Operations Plan*, by *HPFD General Order 700* and related *Job Aids*, and by the *City of High Point Emergency Management Ordinance*.

Appraisal

HPFD domestic preparedness planning and response activities have been delineated in the *City of High Point Emergency Operations Plan*, in *HPFD general order 700* and in the *City of High Point Emergency Management Ordinance*.

Plan

HPFD domestic preparedness planning and response activities will continue to be directed by the *City of High Point Emergency Operations Plan*, *HPFD General Order 700*, and the *City of High Point Emergency Management Ordinance*. The aforementioned documents will continue to be revised on a regular basis

Reference

City of High Point Emergency Operations Plan

HPFD general order 700

City of High Point Emergency Management Ordinance

CC **5H.5** Processes are in place to provide for interoperability with other public safety agencies in the field including portable, mobile, and fixed communications systems, tools, and equipment.

Description

The High Point Fire Department (HPFD) has processes in place that allow for interoperability with other public safety agencies in the field, which are documented in the *High Point Fire Department/High Point 911 Communications Manual* and *HPFD General Order 800*, and *High Point Fire Department General Order 600*.

Appraisal

HPFD has had processes and equipment in place to allow for interoperability with other agencies in the areas of communications (interoperability device, VIPER System radios, satellite telephones); and tools and equipment (SCBA's with common transfill connections, hose connections allowing for easy connections of hose, etc.)

Plan

HPFD will continue to provide processes and equipment that allows interoperability with other public safety agencies.

Reference

High Point Fire Department/High Point 911 Communications Manual

HPFD General Order 600

HPFD General Order 800

5H.6 A process is in place to record information and provide data on needed resources, scope, nature of the event, and field resources deployment.

Description

The High Point Fire Department (HPFD) utilizes the standardized *NIMS-Compliant ICS Forms* to record information and provide data on needed resources, scope, nature of the event, and field resources deployment. HPFD also conducts after action reports to determine areas of need.

Appraisal

HPFD has used the standardized *NIMS-Compliant ICS Forms* to record pertinent information and data at incident scenes and events. HPFD conducted an after action report of a large scale tornado event as reference *Tornado3-28-10 after action report*.

Plan

HPFD will continue to utilize NIMS-Compliant ICS Forms to record pertinent information and data at incident scenes and events.

Reference

NIMS-Compliant ICS Forms

Tornado3-28-10 after action report

5H.7 The agency periodically conducts operational tests of and evaluates the all-hazards plan and the domestic preparedness program.

Description

The High Point Fire Department (HPFD) conducts operational tests of the Emergency Operations Plan (EOP); and evaluates and revises same by conducting emergency response exercises of tabletop, functional, and full scale natures.

Appraisal

HPFD has conducted exercises of tabletop, functional and full scale natures to test and evaluate the EOP and the domestic preparedness program. Such exercises have tested our WebEOC System, City Coordination Center, and emergency response capabilities. A tabletop exercise regarding the High Point Market was held on September 12th, 2013 (supporting documentation consists of the *High Point Market Emergency Response Workshop/TTX After Action Review*). A functional WebEOC exercise was held on June 4th, 2015 in which our City Coordination Center was activated in a back-up location (supporting documentation includes *June 4th, 2015 Functional Exercise WebEOC Records*). A full scale exercise was held on October 9th, 2015 simulating a school bleacher collapse and was used to evaluate triage capabilities (supporting documentation includes *HPFD FireHouseTraining Records*).

Plan

HPFD will continue to conduct exercises to test and evaluate the EOP and the domestic preparedness program in general.

Reference

High Point Market Emergency Response Workshop/TTX After Action Review
HPFD WebEOC Exercise

5H.8 The agency conducts and documents a vulnerability assessment and has operational plans to protect and secure the agency's specific critical infrastructure, including but not limited to materials and supplies, apparatus and facilities security, fuel, and information systems.

Description

The High Point Fire Department (HPFD) is a collaborative partner with Guilford County Emergency Management in the development of the *Guilford County Threat and Hazard Identification and Risk Assessment* that includes the City of High Point jurisdiction. The City of High Point has also developed Continuity of Operations Plans (*City of High Point Continuity of Operations Plans*) to protect and ensure critical infrastructure.

Appraisal

HPFD has utilized the *Guilford County Threat and Hazard Identification and Risk Assessment* to inform the organization in regard to the possible hazards and threats encountered. Continuity of Operations Plans (COOP) have also been developed to protect and secure critical infrastructure.

Plan

HPFD will remain a partner with Guilford County Emergency Management in updating the *Threat and Hazard Identification and Risk Assessment* as necessary. HPFD will also revise and utilize the Continuity of Operations Plans to protect and ensure the continued operation of critical infrastructure.

Reference

Guilford County Threat and Hazard Identification and Risk Assessment
City of High Point Continuity of Operations Plans

Category VI
PHYSICAL RESOURCES

Physical resources are defined as the fire stations, training facilities, fire apparatus and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources. Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted and clearly established policies. If work is contracted outside the agency and/or to another department within the a parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators and core competencies listed herein.

Criterion 6A: Physical Resources Plan

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

Summary

High Point Fire Department (HPFD) has in place a set of plans to enable the acquisition of physical resources as well as the maintenance and upkeep of current physical resources. A vehicle replacement plan is in place to address new apparatus and qualified Emergency Vehicle Technician (EVT) fire staff is available to ensure preventative maintenance of apparatus. *HPFD standard of cover* document ensures that we have ample fire stations so that response times are consistently meeting agency goals and objectives. An ISO class 1 rating indicates our commitment to maintenance and upkeep of physical resources, as well as the correct placement of physical resources.

6A: Fixed Facilities

6A.1 The development, construction, or purchase of physical resources is consistent with the agency's goals and the strategic plan.

Description

High Point Fire Department (HPFD) determines the need for fixed facilities and apparatus based on the safety and protection of the citizens and visitors to the City of High Point. These are acquired to meet the goals and objectives of HPFD.

Appraisal

The replacement and relocation of stations 3 and 4, new construction of a maintenance and logistics facility and a state of the art training facility (5 story training tower) and an updated training classroom have been completed between 2012-2015. Fire facilities and physical resources have been determined by the stated goals and objectives of the department, listed within the reference *HPFD strategic plan*. This has ensured keeping in scope of the requirements of reference *Insurance Service Office (ISO) PPC Class 1 ISO rating report*. The strategic placement of physical resources as well as facilities has changed due to needs of the department and the stated goals and objectives of HPFD to serve the City of High Point.

Plan

Future economic development will drive new construction along our outer city limits, including the I-40 and Highway 66 corridor. These developments will create a need for additional or relocated stations. HPFD administrative staff will continue to develop plans to address future needs of service, providing transparency of the department. Future development plans will be discussed between HPFD and City Hall administrative staff to determine actions moving forward in regards to economic growth and both standard of cover and effective response force.

References

HPFD strategic plan

HPFD standard of cover

Insurance Service Office (ISO) PPC Class 1 ISO rating report

CC 6A.2 The governing body, administration and staff are involved in the planning for physical facilities.

Description

High Point Fire Department (HPFD) works closely with City of High Point administrative staff (*city manager, city council, purchasing*) to determine the location of future fire department facilities. City of High Point has made a commitment in future growth by developing and supplying infrastructure installations including economic development and future growth of the City of High Point.

Appraisal

HPFD has worked closely with City of High Point administrative staff as well as developers, architects, engineers and contractors for the procurement of site locations for physical facilities. HPFD has built this close relationship with City of High Point administrative staff, to enable an open communication and transparency, as well as utilize future plans of the City of High Point in respect to economic development. The development of the City of High Point in reference to *HPFD standard of cover* and effective response force has helped to drive facility placement as well as future plans and locations of facilities.

Plan

The department will continue to work with City of High Point admin staff to determine the location and schedule of new facilities based on the needs of standard of cover and effective response force.

Reference

HPFD standard of cover

Criterion 6B: Fixed Facilities

Fixed facility resources are designed, maintained, managed, and adequate to meet the agency's goals and objectives.

Summary

High Point Fire Department (HPFD) facilities are adequate based on the intended purposes, the direction of HPFD and City of High Point, and for the intended needs of the facilities. They are designed according to national standards, and provide the necessary space and layout needed, dictated by the daily functions of HPFD. Regular maintenance and frequent inspections assure that the facilities are kept to a high standard set by the department.

Criterion 6B: Fixed Facilities

Performance Indicators

6B.1 Each facility has adequate space for agency functions (e.g., operations, fire prevention, training, support services, administration, etc.)

Description

High Point Fire Department (HPFD) facilities provide adequate space and function, for all fire department divisions. All divisions of the department function out of adequate spaces provided.

Appraisal

The addition of a new training facility, including a 5 story training tower and new state of the art multimedia in the training classroom, were added for proper training and operations support of the department. Each facility acting as a fire station also had adequate space and available support for the operations division. Administrative offices have provided adequate space to perform duties related to daily administrative operations of the department. Reference *HPFD listing of inside and outside facilities* have indicated the facilities available to HPFD.

Plan

The department will continue to add facilities as needed, as the City of High Point grows through economic development and the needs of the department changes, in respect to the service it will provide to the City of High Point.

Reference

HPFD listing of inside and outside facilities

6B.2 Buildings and outbuildings are clean and in good repair and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

Description

High Point Fire Department (HPFD) physical facilities are maintained and well-kept by HPFD personnel, according to regularly scheduled cleaning and inspections.

Appraisal

Fire personnel have maintained the grounds of physical facilities, and maintenance was provided by fire maintenance & construction personnel. This maintenance is conducted on schedules provided by the department administrative personnel set in reference *HPFD general order 310.00*. The maintenance and upkeep of facilities has complied with the city wide safety inspections as well as the General Order referenced by the department. Reference *HPFD safety inspections checklist* has detailed what is checked on regularly scheduled facility inspections.

Plan

The department will continue with regularly scheduled maintenance and upkeep of the physical facilities as needed.

Reference

HPFD safety inspections checklist

HPFD general order 310.00

CC 6B.3 Physical facilities are adequate and properly distributed in accordance with stated service level objectives and standards of response coverage.

Description

All fire facilities provide adequate placement as well adequate equipment supplied at the facilities. These facilities are placed according to adequate response coverage of the City of High Point, as stated in the reference *HPFD standard of cover*, pertaining to the *National Fire Protection Association (NFPA) 1710* response standards.

Appraisal

Operations division equipment and apparatus have been located at fourteen fire station locations, of which are dictated by measured response needs. HPFD has been awarded ISO Class 1 designation, partly measured by physical station and apparatus location as referenced within *Insurance Service Office (ISO) PPC Class 1 ISO rating report*. Stated response expectations have been met within parameters set by reference *NFPA 1710* response standards.

Plan

The department will continue to place physical facilities accordingly, to ensure apparatus are housed in a relative manner, to accomplish established response times.

Reference

National Fire Protection Association (NFPA) 1710

Insurance Service Office (ISO) PPC Class 1 ISO rating report

HPFD standard of cover

CC 6B.4 Facilities comply with federal, state/provincial and local codes and regulations.

Description

All High Point Fire Department (HPFD) physical facilities comply with national standards as well as local and state ordinances. The department is in constant contact with the City of High Point building inspections division to ensure that the physical facilities are in local compliance and meet HPFD goals and objectives.

Appraisal

The department is in constant contact with the City building inspections division to ensure that the physical facilities are in local compliance. Regular safety inspections have been conducted monthly to ensure proper mandates were met, as referenced in *HPFD inspection checklist*, completed every other month. References including *Insurance Service Office (ISO) PPC Class 1 ISO rating report*, Occupational Safety and Health Administration (OSHA) and *City of High Point Building Code* all dictate the code set for physical facility building as well as upkeep and safety inspections.

Plan

The department will continue with the current plans to check facilities on a regular basis.

Reference

Insurance Service Office (ISO) PPC Class 1 ISO rating report

City of High Point building code

HPFD inspection checklist

Criterion 6C: Apparatus and Vehicles

Apparatus resources are designed and purchased to be adequate to meet the agency's goals and objectives.

Summary

High Point Fire Department (HPFD) designs and purchases apparatus and associated resources, providing adequate support for the operations division. The apparatus and resources help operations division to meet the goals and objectives of the department, providing the best possible service to the people and visitors of the City of High Point.

Criterion 6C: Apparatus Maintenance

Performance Indicators

CC 6C.1 Apparatus are located strategically to accomplish the stated standards of response coverage and service level objectives.

Description

High Point Fire Department (HPFD) has strategically placed apparatus to enable appropriate coverage based on national requirements. This is referenced within the *HPFD standard of cover*.

Appraisal

HPFD has strategically located apparatus referenced within *HPFD standard of cover*, which has been set in accordance with *Insurance Service Office (ISO) PPC Class 1 ISO rating report* national requirements. This has ensured the appropriate response and an appropriate level of response to all areas of the city. HPFD has achieved ISO Class 1 Rating, due to the appropriate placement of apparatus.

Plan

HPFD will continue to place apparatus according to the needs of the City of High Point to ensure the best and most appropriate response.

Reference

HPFD standard of cover

Insurance Service Office (ISO) PPC Class 1 ISO rating report

6C.2 Apparatus types are appropriate for the functions served, e.g., operations, staff support services, specialized services, and administration.

Description

Types of apparatus utilized at High Point Fire Department (HPFD) are appropriate based on the need of the type of service they provide. Operations apparatus include front line, specialized and reserve units. Administrative vehicles are also provided and include several spare units.

Appraisal

HPFD has acquired apparatus to fit the needs of the department and provide a level of service to the City of High Point. As referenced in the *HPFD equipment list* HPFD has outfitted itself with an appropriate list of physical resources including pumpers, aerials, trailers, hazmat, rescue, tech rescue, water rescue, and administrative units. These apparatus types have been purchased based on the knowledge of the service needs of the department. Details about the type and function of the apparatus meet the needs of the department and specifications of the apparatus follow *National Fire Protection Association (NFPA) 1901* and *Insurance Service Office (ISO) PPC Class 1 ISO rating report* standards.

Plan

HPFD will continue to use the *HPFD standard of cover* document and *Insurance Service Office (ISO) PPC Class 1 ISO rating report* coverage guidelines to order the appropriate types of apparatus.

Reference

HPFD equipment list

National Fire Protection Association (NFPA) 1901

Insurance Service Office (ISO) PPC Class 1 ISO rating report

6C.3 A current replacement schedule exists for all apparatus

Description

High Point Fire Department (HPFD) has adopted replacement plan for all operations level apparatus, specialty and administrative level vehicles. This schedule ensures that vehicles are kept up to date and in good working order.

Appraisal

HPFD has adopted a 15 year replacement plan for all operations level apparatus, which includes pumpers, ladders and rescue units, as referenced in *HPFD apparatus replacement plan*.

Administrative and support vehicles have been replaced every 8 years or 100,000 miles, as referenced in the *City of High Point small vehicle replacement plan*. Specialty apparatus (air, hazmat, boats, and technical rescue) have been replaced on an as needed basis, due to reduced mileage and use. This has ensured that units were maximized to their full use of the apparatus.

Plan

HPFD will continue to utilize the current plans in place for vehicle replacement.

Reference

HPFD apparatus replacement plan

City of High Point small vehicle replacement plan

6C.4 A process is in place for writing apparatus replacement specifications that allows for employee input.

Description

High Point Fire Department (HPFD) designs and orders apparatus based on the apparatus committee recommendations, which include the Chief Mechanic and two various ranking members of the department, providing technical input. The apparatus purchasing process includes the committee seeking input from all ranks of employees to gain insight and knowledge about the needs of the department.

Appraisal

HPFD apparatus committee has researched and developed a set of specifications to meet the functions of each apparatus, so that the needs of the department have been met. Dimensions and specifications of apparatus were based on the needs of HPFD employee input, as well as both references; *National Fire Protection Association (NFPA) 1901* and *Insurance Service Office (ISO) PPC Class 1 ISO rating report* standards.

Plan

HPFD will continue to utilize the apparatus committee for the design and specifications of new apparatus.

Reference

HPFD pumper specifications

National Fire Protection Association (NFPA) 1901

Insurance Service Office (ISO) PPC Class 1 ISO rating report

Criterion 6D: Apparatus Maintenance

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability needs.

Summary

High Point Fire Department (HPFD) fleet maintenance division and staff perform repair, preventative maintenance, and inspection of all department equipment and apparatus. The maintenance division utilizes a fire department maintenance facility which provides space for maintenance staff. This in house division enables the department to provide repair and maintenance 24/7 with on-call staffing. This ensures that the apparatus service and reliability meets the needs of the City and the goals and objectives of HPFD.

Performance Indicators

CC 6D.1 An apparatus maintenance program is established. Apparatus maintenance is conducted in accordance with the manufacturer's recommendations and federal and/or state/provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.

Description

HPFD fleet maintenance division has a maintenance program established per manufacturer service recommendations as well as state and national standards. The upkeep and maintenance of the apparatus ensure that the condition is in good working order to meet the needs of the department.

Appraisal

Fleet maintenance has provided maintenance and repair on apparatus every 6 months, according to references; *HPFD preventative maintenance schedule, Manufacturer service recommendation, National Fire Protection Association (NFPA) 1911, NC State Vehicle Inspection Program and Federal Annual Inspection Form 49 CFR*. Fleet maintenance utilizes reference *HPFD preventative maintenance check sheet*, which has outlined manufacturer recommendations.

Plan

Fleet maintenance will continue to provide maintenance and repair for the department.

Reference

HPFD preventative maintenance schedule
National Fire Protection Association (NFPA) 1911
Manufacturer service recommendation
NC State vehicle inspection program
Federal annual inspection form 49 CFR
HPFD preventative maintenance check sheet

6D.2 The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

Description

Fleet maintenance division operates at the fire maintenance facility, which provides space to perform preventative maintenance and minor and major repairs. The maintenance facility has necessary lifts and hoists as well other necessary tools to assist in the maintenance and repair of apparatus.

Appraisal

Fleet maintenance has operated at the present facility since the new building was established in 2012. The facility has proven to have ample space to provide the tasks needed as referenced in reference *HPFD maintenance facility floor plan*.

Plan

Fleet maintenance will continue to operate out of the maintenance facility. Maintenance division would like to look at ways to improve space for maintenance and repair of administrative and smaller vehicles, to allow space for future growth. This would enable more space for maintenance and repair of operations apparatus.

Reference

HPFD maintenance facility floor plan

6D.3 A system is in place to ensure the regular inspection, testing, fueling, preventive maintenance, and emergency repair for all fire apparatus and equipment.

Description

High Point Fire Department (HPFD) fleet maintenance division performs repair, preventative maintenance, and inspection of all department equipment and apparatus. Fire employees perform daily and weekly apparatus checks as referenced in *apparatus check sheet General Order 300.09*. This system allows for regular maintenance and repair to ensure that vehicles and apparatus perform to the standards set by the department.

Appraisal

Fleet maintenance division has ensured that repair, preventative maintenance, and inspection of all department equipment and apparatus complied with national standards set in references; *HPFD preventative maintenance schedule, National Fire Protection Association (NFPA) 1911, Manufacturer service recommendations and HPFD general order 300*. An annual pump test per *NFPA 1911* has been conducted by department personnel to ensure proper pumper capabilities. Each shift has performed daily and weekly apparatus checks as referenced in *HPFD general order 300.09*. Work orders were created based on these apparatus checks. Annual aerial non-destructive testing has been performed by a third party vendor (Structural Technology Incorporated) which ensured the safety and operation of the aerial apparatus. Fueling of apparatus has been conducted by fire personnel at City fuel stations (24/7), and by use of Fuel Man credit cards throughout the City. Emergency fueling on scene has been performed by City of High Point fleet maintenance fuel truck.

Plan

Fleet maintenance will continue to provide maintenance and repair for the department.

Reference

HPFD preventative maintenance schedule

HPFD general order 300.09

National Fire Protection Association (NFPA) 1911

Fuel Man credit card

HPFD general order 300

6D.4 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

Description

High Point Fire Department (HPFD) fleet maintenance division is adequately trained with appropriate national certifications to meet standards. This ensures proper levels of education and experience to operate in accordance with the objectives of the department. Fleet maintenance would like to employ additional staff to help with on-site repairs.

Appraisal

Staff has completed requirements to obtain certifications including *emergency vehicle technician (EVT) level I, II and III* as referenced in EVT Certification Commission, Inc. and referenced example *EVT certificate (J.Motsinger)*. Staff also has completed the referenced requirements National Institute for Automotive Service Excellence (ASE). These have been outlined as *HPFD fleet technician job descriptions* which have been classified as EVT I, II, and III. Fleet staff has also followed the qualification of the technicians set by both references *National Fire Protection Association (NFPA) 1911 & 1071*.

Plan

Fleet maintenance will plan on adding personnel to act as a mobile technician to repair apparatus and vehicles at fire department facilities. This will enable minor repairs to take place in a more efficient manner and cost effective basis.

Reference

EVT certificate (J. Motsinger)

HPFD fleet maintenance technician (EVT I, II, and III) job description

National Fire Protection Association (NFPA) 1911 & 1071

CC 6D.5 Current standard operating procedures or general guidelines are in place to direct the apparatus maintenance program.

Description

High Point Fire Department (HPFD) has in place general orders stating the guidelines to direct the apparatus maintenance program. This helps to provide guidance in the operation of the program.

Appraisal

HPFD has followed *National Fire Protection Association (NFPA) 1911* guidance in producing the *HPFD general order 300.00*. This has ensured that fire operations personnel completed the *apparatus check sheet and the reference HPFD apparatus equipment checklist* on a weekly basis to determine any repairs needed or additional tools needed. These were reported to fleet maintenance division through the *HPFD maintenance request form*. This has ensured that the reporting and maintenance has been efficient and cost effective.

Plan

Fleet maintenance will continue to follow these department guidelines and the national standards.

Reference

National Fire Protection Association (NFPA) 1911

HPFD general order 300.00

HPFD apparatus check sheet

RMS maintenance request

HPFD apparatus equipment checklist

6D.6 The level of supervision is adequate to manage the program.

Description

Chief mechanic, which is a Battalion Chief level, manages the fleet maintenance division personnel and daily operations which include inspections, maintenance, repairs, specifications, ordering of all fire department fleet vehicles and apparatus. This also includes working closely with third party vendors.

Appraisal

Chief mechanic has followed guidelines set by reference *National Fire Protection Association (NFPA) 1071* to ensure proper operation of fleet maintenance, which includes fire apparatus and smaller support vehicles. The chief mechanic also ensures that fleet maintenance staff follows guidelines set forth *National Fire Protection Association (NFPA) 1911* and *Manufacturer service recommendations* for proper procedures have been followed. This is also outlined with in the department's general order reference *HPFD general order 300.00*.

Plan

Fleet maintenance will continue to follow these department guidelines and the national standards.

Reference

National Fire Protection Association (NFPA) 1911 and 1071

HPFD general order 300.00

Manufacturer service recommendations

6D.7 The agency's information system allows for documentation and analysis of the apparatus maintenance program.

Description

High Point Fire Department (HPFD) Firehouse Records Management System (RMS) does not meet the needs of fire fleet maintenance division, such as a traditional fleet maintenance application. The software does allow for maintenance requests; however it does not track specific work order items or specific parts inventory for proper analysis. This is established in-house on a hard copy form as referenced in *HPFD repair work order form*.

Appraisal

HPFD general order 300.00 apparatus check sheet has been used document issues or needs. Any issues or repairs needed have been entered into reference *Firehouse Records Management System (RMS)* along with fleet maintenance hard copies as seen in reference *HPFD repair work order form*.

Plan

Fleet maintenance will continue to research and purchase a new maintenance based program that will enable the proper documentation, tracking and analysis of department fleet and maintenance.

Reference

HPFD general order 300.00

HPFD repair work order form

6D.8 The reserve vehicle fleet is adequate or a documented contingency plan with another agency is in place for the event that apparatus must be taken out of service.

Description

High Point Fire Department (HPFD) has in place a set of reserve vehicles. Reserve apparatus include pumpers, aerials, and smaller vehicles (administrative). These help to fill in for operational apparatus based on the needs and availability of front line apparatus.

Appraisal

HPFD equipment list indicates what is available in both front line and reserve vehicles. Reserve units have included 4 pumpers (2 fully equipped for personnel), 2 aerial and 1 rescue, and various smaller vehicles (administrative). 2 of the pumpers are fully equipped to allow additional personnel to place apparatus in service if needed. Reserve apparatus are housed throughout the City to ensure proper location and availability (24/7). Reserve apparatus follow guidelines set forth by reference *Insurance Service Office (ISO) PPC Class 1 ISO rating* report guidelines number of stations and size of fleet.

Plan

Fleet maintenance will continue to utilize reserve vehicles to ensure availability of appropriate apparatus as needed.

Reference

Insurance Service Office (ISO) PPC Class 1 ISO rating report
HPFD fleet equipment list

Criterion 6E: Tools and Small Equipment

Equipment resources are adequate and designed and maintained to meet the agencies goals and objectives.

Summary

High Point Fire Department (HPFD) purchases tools and small equipment resources, providing adequate support for operations division. The tools and small equipment helps HPFD to meet the goals and objectives of the department, providing the best possible service to the people and visitors of the City of High Point. Tools and small equipment are checked and maintained by fire operations and fleet maintenance personnel.

Performance Indicators:

6E.1 Tools and equipment are distributed appropriately in sufficient quantities.

Description

Tools and small equipment utilized at High Point Fire Department (HPFD) are appropriate based on the need of the type of service they provide. Tools and small equipment include hand tools, power tools, hydraulic tools, etc. These tools meet national standards and specifications.

Appraisal

HPFD has acquired tools and small equipment to fit the needs of the department and provide a level of service to the City. As referenced in each individual *apparatus equipment list (weekly)* the department has outfitted itself with an appropriate list of tools and small equipment. These tools have been purchased based on the knowledge of the service needs of the department.

Details about the type and quantity of the tools has met the needs of the department and specifications following *National Fire Protection Association (NFPA) 1901* and *Insurance Service Office (ISO) PPC Class 1 ISO rating report* standards.

Plan

HPFD will continue to use the apparatus equipment check sheet and *Insurance Service Office (ISO)* coverage guidelines to ensure the appropriate tools are ordered and available.

Reference

HPFD apparatus equipment list (weekly)

National Fire Protection Association (NFPA) 1901

Insurance Service Office (ISO) PPC Class 1 ISO rating report

6E.2 Tools and equipment replacement is scheduled, budgeted, and implemented, and is adequate to meet the agency's needs.

Description

Tools and small equipment utilized at High Point Fire Department (HPFD) is replaced based on the condition and/or manufacturers recommendations. This ensures that the tool are in good working order and in an adequate condition, as well as meet national standards and specifications.

Appraisal

HPFD has replaced tools and small equipment to fit the needs of the department and provide a level of service to the City. As referenced in each individual *HPFD apparatus equipment list (weekly)* the department has replaced tools and small equipment. These tools have been replaced based on the needs of the Department and Operations division. Details about the replacement of the tools met the needs of the department and specifications following *National Fire Protection Association (NFPA) 1901* and *Insurance Service Office (ISO) PPC Class 1 ISO rating report* standards.

Plan

HPFD will continue to replace tools and small equipment as needed and recommended by manufacturers

Reference

HPFD apparatus equipment list (weekly)

National Fire Protection Association (NFPA) 1901

Insurance Service Office (ISO) PPC Class 1 ISO rating report

CC 6E.3 Equipment maintenance, testing, and inspections are conducted by qualified personnel and appropriate records are kept.

Description

Operations personnel perform inspections and testing according to national standards and manufacturer recommendations. Fleet maintenance conducts maintenance and repairs. Outside vendors are utilized if needed. Fire fleet maintenance are trained to national and state standards.

Appraisal

Fire fleet maintenance are trained and perform maintenance to standards set forth by references manufacturer standards and recommendations & *National Fire Protection Association (NFPA) 1962*. This ensures that maintenance and inspections are set to appropriate standards and safety.

Plan

No changes are planned at this time.

References

National Fire Protection Association (NFPA) 1962

6E.4 An inventory control and maintenance tracking system is in place and is current.

Description

High Point Fire Department (HPFD) information system (FireHouse software) tracks various equipment (hose, airpacks, ladders, small power equipment, etc.) and data of the department. Equipment items not tracked within Firehouse are stored on the reference *HPFD apparatus check sheet*.

Appraisal

Reference *HPFD apparatus equipment list (weekly)* and *HPFD maintenance request form* has been used to document issues or needs, and the request form located within reference Firehouse Records Management System (RMS), notifies the fleet maintenance division of repairs or additional tools needed. This has followed standards set forth by reference *National Fire Protection Association (NFPA) 1911*. Fleet maintenance has utilized a hard copy form to track specific work orders items and parts per reference *HPFD general order 300.00*.

Plan

Division will continue with the current process.

Reference

National Fire Protection Association (NFPA) 1911

HPFD general order 300.00

HPFD apparatus equipment list (weekly)

HPFD maintenance request form

Criterion 6F: Safety Equipment

Safety equipment is adequate and designed to meet the agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g., SCBA).

Summary

The High Point Fire Department provides safety equipment to all applicable personnel that is adequate and meets the goals and objectives of the department. Such safety equipment is provided for structural firefighting, special operations, and non-emergency response activities. Safety equipment is identified and distributed to personnel, a replacement program is in place that allows for the scheduling and purchasing of safety equipment, and the issuance of such equipment is tracked to ensure accountability and replacement as necessary.

Performance Indicators

CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.

Description

The High Point Fire Department (HPFD) identifies and distributes safety equipment to all applicable personnel that is adequate and meets the goals and objectives of the department. Structural firefighting safety equipment provided to personnel is stated in ~~XXXX~~. Respiratory protective equipment log book provided to applicable personnel for structural firefighting and other activities is stated in the *HPFD general order 900*. Safety equipment provided to applicable personnel for special operations activities is stated in *HPFD general order 700*. Safety equipment for non-emergency response activities is delineated in the *HPFD personal protective equipment assessment*.

Appraisal

The High Point Fire Department has identified, provided, and distributed adequate structural firefighting safety equipment to all applicable personnel consisting of turnout coat/pants, boots, hood, helmet, and gloves. An individual SCBA mask is provided to each applicable employee, and SCBA's are available on each apparatus. Provided structural firefighting gear meets the requirements of *National Fire Protection Association (NFPA) 1971* and provided SCBA's meet the requirements of *NFPA 1981*. The HPFD has provided adequate safety equipment for personnel engaged in special operations activities. Such equipment is generally stored on appropriate apparatus. The HPFD has also provided adequate safety equipment for non-emergency response activities for all applicable personnel, such as safety glasses, hearing protection, etc.

Plan

The department will continue to identify, provide, and distribute safety equipment that is adequate and designed to meet the agency goals and objectives to all applicable personnel. The safety equipment required for each type of activity and the nature of the equipment itself will be evaluated and revised on a regular basis.

Reference

HPFD general order 900

HPFD general order 700

HPFD personal protective equipment assessment

National Fire Protection Association (NFPA) 1971 and NFPA 1981

HPFD respiratory protective equipment log book (located Station 12)

6F.2 Distributed safety equipment is sufficient for the functions performed.

Description

The High Point Fire Department (HPFD) ensures that safety equipment issued to applicable personnel is sufficient for the functions performed. Structural firefighting safety equipment provided to personnel is stated in *HPFD general order 300*. Respiratory protective equipment provided to applicable personnel for structural firefighting and other activities is stated in the *HPFD general order 900*. Safety equipment provided to applicable personnel for special operations activities is stated in reference *HPFD general order 700*. Safety equipment for non-emergency response activities is delineated in the *HPFD personal protective equipment assessment*.

Appraisal

The High Point Fire Department has provided and distributed adequate structural firefighting safety equipment to all applicable personnel consisting of turnout coat/pants, boots, hood, helmet, and gloves. An individual SCBA mask is provided to each applicable employee, and SCBA's are available on each apparatus. Provided structural firefighting gear meets the requirements of *National Fire Protection Association (NFPA) 1971* and is used in compliance with *NFPA 1851*. Provided SCBA's meet the requirements of *NFPA 1981* and are used in compliance with *NFPA 1852*. The HPFD has provided adequate safety equipment for personnel engaged in special operations activities. Such equipment is generally stored on appropriate apparatus. The HPFD has also provided adequate safety equipment for non-emergency response activities for all applicable personnel, such as safety glasses, hearing protection, etc.

Plan

The department will continue to provide safety equipment that is sufficient for the functions performed to all applicable personnel. The safety equipment required for each type of activity and the sufficiency of the equipment itself will be evaluated and revised on a regular basis.

Reference

HPFD general order 900

HPFD general order 700

HPFD personal protective equipment assessment

National Fire Protection Association (NFPA) 1851, 1852, 1971 and 1981

HPFD general order 300

6F.3 Safety equipment replacement is scheduled, budgeted and implemented, and is adequate to meet the agency's needs.

Description

The High Point Fire Department (HPFD) ensures that a system exists for the replacement of issued safety equipment that is adequate for the needs of the department. The system consists of a replacement schedule that complies with relevant NFPA Standards and manufacturer's recommendations. Proper budgeting, as delineated in the reference *HPFD budget*, provides the ability to meet stipulated safety equipment replacement schedules.

Appraisal

The High Point Fire Department has implemented a safety equipment replacement system that provides for the timely replacement of safety equipment as that equipment reaches the end of its service life. The HPFD Budget provides the financial means to ensure the continuance of the replacement system and schedule therein. The safety equipment replacement schedule meets the requirements of *National Fire Protection Association (NFPA) 1851 and NFPA 1852*.

Plan

The department will continue to schedule the replacement of safety equipment and budget for same while evaluating the adequacy of the safety equipment replacement system on a regular basis.

Reference

National Fire Protection Association (NFPA) 1851 and 1852

HPFD budget

Safety Equipment Manufacturer's Recommendations

6F.4 Safety equipment maintenance, testing, and inspections are conducted by trained qualified personnel and appropriate records are kept.

Description

The High Point Fire Department (HPFD) ensures that maintenance, testing, and inspections relating to safety equipment are conducted by trained qualified personnel and appropriate records are kept.

Appraisal

The High Point Fire Department (HPFD) has sent safety equipment (with the exception of respiratory protective equipment) to approved facilities staffed by qualified personnel for maintenance, testing, and inspections. Turnout gear was required to be washed after every structure fire or other event resulting in contamination per reference *National Fire Protection Association (NFPA) 1851*. If the gear has not been exposed to containments it is required to be washed every 6 months. Respiratory protective equipment has been maintained, tested, and inspected by HPFD Station 12 personnel per reference *HPFD respiratory protective equipment log book (located station 12)*. Applicable Station 12 personnel have been trained by Scott Safety as Supplied Air Technicians per reference *AirPak Certificates, Mark McKaughn*. SCBA cylinders have been tested by an approved facility staffed by qualified personnel. Reference *HPFD logistics safety equipment maintenance files* has maintained records on the maintenance, testing, and inspection of safety equipment, with the exception of respiratory protective equipment (located Station12) and SCBA cylinders (records have been maintained by the HPFD Shop).

Plan

The department will continue to ensure that maintenance, testing, and inspections relating to safety equipment are conducted by trained qualified personnel and appropriate records are kept. The adequacy of the safety equipment maintenance, testing, and inspections program as well as the documentation of same will be evaluated on a regular basis.

Reference

HPFD general order 900

HPFD logistics safety equipment maintenance files

AirPak Certificates, Mark McKaughn

National Fire Protection Association (NFPA) 1851

HPFD respiratory protective equipment log book (located station 12)

6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.

Description

The High Point Fire Department (HPFD) ensures that the maintenance of safety equipment is tracked, as well as the inventory of safety equipment maintained.

Appraisal

The High Point Fire Department (HPFD) has ensured that the inventory and maintenance of issued safety equipment is tracked in references *Firehouse Records Management System (RMS) PPE equipment report, HPFD respiratory protective equipment log book (located station 12) and HPFD logistics safety equipment maintenance files.*

Plan

The department will continue to ensure that the inventory of safety equipment and the maintenance of same is documented and tracked in either the Firehouse Records Management System or in hard copy and/or electronic files. The adequacy of safety equipment inventory and maintenance tracking and documentation will be evaluated on a regular basis.

Reference

Firehouse Records Management System (RMS) PPE equipment report
HPFD respiratory protective equipment log book (located station 12)
HPFD logistics safety equipment maintenance files

Categories and Criteria

Category VII:

HUMAN RESOURCES

Human resources are defined as all aspects of personnel administration except those of training and competency, which are addressed in Category VIII. The heart of any organization is its people and this category is designed to appraise the importance and results of the human resources program. It is recognized that the completion of this human resources section may involve members from other governing entities or other elements of the community.

Criterion 7A: Personnel Administration

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

Summary

HPFD strictly follows The City of High Point Human Resources (HR) Department resolution and policies. The HR Department complies with all applicable Local, State and Federal Employment Laws. The City of High Point personnel resolution outlines a centralized human resources system and processes under the direction of the City Manager.

Criterion 7A: Personnel Administration

CC. 7A.1 A human resources manager is designated.

Description

A Director of Human Resources (HR) is appointed by the City Manager and follows local codes and ordinances. The director is responsible for all areas of human resources including but not limited to employment, benefits, and occupational health and safety. This ensures that HPFD follows applicable code and is in general compliance.

Appraisal

The HR practices are directed by the Human Resources Director, as referenced in the *City of High Point Human Resources director job description* and *City of High Point personnel resolution, article 1*. The Director falls in line with the responsibilities as set forth in the reference *City of High Point organizational chart*. HPFD has utilized the City of High Point Human Resources (HR) Department for all matters of departmental personnel functions and roles as dictated by the HR director.

Plan

There is no plan to make any changes.

References

City of High Point Human Resources director job description

City of High Point organizational chart

City of High Point personnel resolution, article 1

7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description

The City Manager assigns the duties and responsibilities for all staffing within Human Resources (HR) Department. This ensures adequate staffing for all HR departmental functions and duties.

Appraisal

Per reference *City of High Point personnel resolution, article 1*, the City Manager has assigned an HR director along with an appropriate liaison for HPFD as stated in reference *City of High Point human resources department contacts*. This indicates an appropriate level of staffing to provide support and direction for all City Departments in dealing with human resources management.

Plan

There is no plan to make any changes.

References

City of High Point personnel resolution, article 1

City of High Point human resources department contacts

7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial, and federal requirements.

Description

The City Of High Point personnel resolution assigns virtually all matters of personnel administration to the City Manager who, in turn, has delegated responsibility to the Human Resources director. There are specific administrative policies and practices mandated by local, state and federal laws.

Appraisal

The City of High Point Human Resources Departmental policies have complied with all applicable Local, State and Federal administrative policies and practices for personnel administration following North Carolina Department of Labor (DOL) and Occupational Safety and Health Administration (OSHA), as referenced in *City of High Point personnel resolution*. This has ensured the HR Department has complied and followed all applicable laws.

Plan

There is no plan to change the current procedures.

References

City of High Point personnel resolution

Criterion 7B: Recruitment, Selection, Retention and Promotion

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.

Summary

City of High Point personnel resolution outlines all applicable hiring, retention and promotion of personnel. These processes follow all mandates set forth by local, state and federal laws. This ensures that the HPFD hiring, retention and promotion processes are suitable to provide the appropriate services to the City of High Point.

Criterion 7B: Recruitment, Selection, Retention, and Promotion

7B.1 A mechanism is in place to identify and announce potential entry level, lateral, and promotional positions.

Description

High Point Fire Department (HPFD) follows the policies and procedures as set forth by the Human Resources (HR) department. These guidelines establish a process for hiring, promoting and retaining personnel.

Appraisal

HPFD has utilized a mechanism to identify and announce positions as stated in policies *City of High Point personnel resolution section 3 & 4*, *City of High Point NEOGOV* and HPFD general order 111 (promotional process). This ensures the HPFD can adequately provide appropriate services to the citizens and visitors of the City of High Point.

Plan

HPFD does not plan to make any changes to these processes at this time.

Reference

City of High Point personnel resolution article 3 & 4

City of High Point NEOGOV

HPFD general order 111 (promotional process)

7B.2 The agency and its members are part of the recruiting process.

Description

The High Point Fire Department (HPFD) has a process under direction of an Assistant Chief to provide materials and information to recruit personnel. This enables HPFD to proactively provide information and recruit in public settings including job fairs, career day events at local schools and fire safety events through an informal committee comprised of HPFD employees.

Appraisal

The High Point Fire Department (HPFD) recruitment committee has brought many new members to the department through their personal knowledge of interested persons, recruitment of personnel through the *HPFD recruit academy*, *Career Fair* and other professionally organized local events. All interested parties are directed to apply through the reference *City of High Point NEOGOV*.

Plan

HPFD does not plan to make any changes to these processes at this time.

Reference

City of High Point NEOGOV

HPFD recruit academy

Career Fair

CC 7B.3 Processes and screening/qualifying devices¹ used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements including equal opportunity and discriminations statutes.

Description

City Of High Point personnel resolution assigns virtually all matters of personnel administration to the City Manager who, in turn, has delegated responsibility to the Human Resources (HR) Director. There are specific State and Federal Employment Laws which must be adhered to by all Personnel Departments.

Appraisal

The City of High Point Human Resources (HR) Department and policies comply with all applicable Local, State and Federal Employment Laws reference *City of High Point personnel resolution article 3 & 4* according to regulations set by North Carolina Department of Labor (DOL). HPFD relies on HR Department for all initial hiring. The *HPFD promotional process general order 111* has set policy regarding the promotional process. All processes are driven by the individual *City of High Point Class Titles and Job Descriptions*.

Plan

There is no plan to change the current procedures.

References

City of High Point personnel resolution article 3 & 4

City of High Point NEOGOV

HPFD general order 111 (promotional process)

City of High Point Class Titles and Job Descriptions

¹Examples of screening/qualifying devices: Application forms, written exams, ability tests, physical exams, psychological exams, background checks, etc.

7B.4 The agency's workforce composition is reflective of the service area demographics or the agency has a recruitment plan to achieve the desired workforce composition.

Description

HPFD actively recruits potential personnel based on having a diverse workforce. This takes place at various types of locations to include a wide range of demographics.

Appraisal

HPFD has actively recruited potential personnel to create a diverse workforce following the reference *City of High Point Human Resources Dept. Mission, Vision & Values* including the diversity value, "Recognize and appreciate similarities and differences, celebrating diversity in people, philosophies, cultures, beliefs and abilities". This has been accomplished by visiting job fairs, career days, churches, speaking engagements and local schools to recruit a diverse workforce.

Plan

Continue to recruit to meet demographic needs.

References

City of High Point Human Resources Dept. Mission, Vision & Values

7B.5 A new member orientation program is in place.

Description

Human Resources (HR) Department provides a new personnel orientation class for all new City of High Point personnel. This helps to orient and guide new employees with the functions, policies and benefits of the City of High Point. HPFD offers an orientation class on safety and general orientation to the department.

Appraisal

All new personnel have attended the *City of High Point orientation class*. This ensures that new employees were made aware of all City of High Point functions, benefits and policies. All employees were made aware that the City of High Point personnel resolution which was available to any and all employees through the referenced City of High Point Human Resources intranet.

Plan

City of High Point orientation class will continue to be utilized for all HPFD new hires.

References

City of High Point orientation class

CC 7B.6 A supervised probationary process is used to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills and abilities.

Description

City of High Point specifies the requirements of the probationary period for new and promoted employees. The probationary period is sufficient for the High Point Fire Department. The guidelines as established ensures constituency in the probationary period.

Appraisal

During the probationary period employees were evaluated every 3 months, 6 months and annual performance review as referenced in *City of High Point personnel resolution article 4, which has* specified the requirements of the probationary period for new employees. This ensures that new employees have met adequate time requirements, needed skills and required abilities.

Plan

HPFD will continue to utilize the City of High Point personnel resolution probationary period for new and promoted employees.

References

City of High Point personnel resolution article 4

7B.7 An employee/member recognition program is in place.

Description

City of High Point has in place an Awards and recognition Program and HPFD has in place an annual award. These awards and programs help to foster excellence and recognition amongst employees.

Appraisal

City of High Point has provided the Honors Awards Program, including Above and Beyond, Extra Mile, and Working Together awards. The City also has also provided a recognition program, Cash for Ideas. HPFD had in place a firefighter of the year award. These awards and programs helped to foster excellence and recognition amongst employees.

Plan

There is no plan to change the current programs.

References

Honors Awards Program

Cash for Ideas

HPFD firefighter of the year

7B.8 The working conditions and environment are such that the agency attracts diverse and qualified applicants and retains a tenured workforce.

Description

HPFD sets forth high standards and provides excellent benefits that ensure long-term retention of qualified personnel. The department promotes career growth and fosters an environment of brotherhood.

Appraisal

Per references *City of High Point personnel resolution articles 6 & 7* and *HPFD general order 206*, City of High Point offered competitive salary, educational benefits (tuition reimbursement & degree salary incentives), above industry standards in respect to leave (sick, vacation & holiday), and an excellent promotional career ladder program. Also offered was a comprehensive health-care plan and enrollment in the local government retirement system. HPFD offered 1% mutual pay agreement retirement program. Also included is membership in the Local Government Federal Credit Union (LGFCU). City of High Point has offered performance pay increases based on performance evaluations according to *City of High Point Class Titles and Job Descriptions*. These benefits have led to a low turn-around ratio of employees and help to promote qualified personnel. HPFD has actively recruited potential personnel to create a diverse workforce following the reference *City of High Point Human Resources Dept. Mission, Vision & Values* including the diversity value, "Recognize and appreciate similarities and differences, celebrating diversity in people, philosophies, cultures, beliefs and abilities". This has been accomplished by visiting job fairs, career days, churches, speaking engagements and local schools to recruit a diverse workforce.

Plan

There is no plan to change the current benefits and policies.

References

City of High Point personnel resolution articles 6 & 7

HPFD general order 206

City of High Point Class Titles and Job Descriptions

City of High Point Human Resources Dept. Mission, Vision & Values

7B.9 Exit interviews or periodic employee surveys, or other mechanisms are used to acquire feedback and improve agency policies and procedures.

Description

The City of High Point Human Resources (HR) Department is responsible to perform any exit interviews on a voluntary basis. This helps to promote feedback and allows HPFD to enhance department policies and procedures. HPFD also fosters an open-door communication policy through emails or personnel communication. This allows feedback and suggestions to reach chief officers.

Appraisal

Reference *HPFD general order 111* all personnel are required to follow for communication through the ranks. The reference *City of High Point personnel resolution articles 8* has stated the voluntary nature of exit interviews. These policies help to foster open communication, which in turn has enabled the department to make possible changes to policy and procedures. Department members have also had the ability to join numerous committees such as; apparatus, PPE, uniform, employee recognition, 1% retirement payment club, safety and health, and R&D committees.

Plan

There is no plan to change the current policies.

References

City of High Point personnel resolution article 8

HPFD general order 111

7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs including retention and attrition of tenured and experienced employees/members.

Description

High Point Fire Department (HPFD) follows the policies and procedures as set forth by the Human Resources (HR) department in assigning resource needs and retention of qualified personnel. These policies establish a process promoting and retaining personnel.

Appraisal

HPFD has followed City of High Point HR policies and procedures in conducting the department workforce, and in retaining and promoting employees. HPFD has also working with the HR department for job redesign and workforce assessment as referenced in *City of High Point personnel resolution article 3*.

Plan

There is no plan to change the current policies.

References

City of High Point personnel resolution article 3 (Employee Classification and pay plan)

Criterion 7C: Personnel Policies and Procedures

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.

Summary

Administrative and personnel behavior is guided by the personnel resolution of the City of High Point Human Resources (HR) Department and additionally by HPFD Rules and Regulations. These areas are described in detail in both of these documents which are specific and comprehensive in nature and are revisited periodically.

Criterion 7C: Personnel Policies and Procedures

Performance Indicators

CC 7C.1 Personnel policies, procedures and rules are current, written, and communicated to all personnel.

Description

High Point Fire Department (HPFD) has a set of policies as well as follows the policies and procedures as set forth by the Human Resources (HR) department. These are up-to-date and accessible to all employees of the department. These policies and procedures help to guide employment and provide a centralized human resources system and processes under the direction of the City Manager.

Appraisal

HPFD has produced a set of referenced *HPFD general order 100* that denote policies and procedures specific to the department. HPFD also has followed the *City of High Point personnel resolution* that is handed out to every employee as well as accessible on the City of High Point intranet website, which highlights all policies and procedures set forth by the City of High Point and the City Manager. These policies and procedures are kept up-to-date and are available to every employee.

Plan

There is no plan to change the current policies, but these are reviewed periodically.

References

City of High Point personnel resolution

HPFD general order 100

CC 7C.2 A specific policy defines and prohibits sexual, racial, disability or other forms of harassment, bias, and unlawful discrimination of employees/members and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.

Description

High Point Fire Department (HPFD) follows the policies and procedures as set forth by the Human Resources (HR) department regarding any discrimination, harassment, bias, or unlawful acts.

Appraisal

High Point Fire Department (HPFD) follows the policies and procedures set forth by the Human Resources (HR) department in reference *City of High Point personnel resolution article 9*, regarding any discrimination, harassment, bias, or unlawful acts. This has ensured that a safe, lawful workplace environment is in place and accessible to all employees through the City of High Point intranet website.

Plan

There is no plan to change the current policies.

References

City of High Point personnel resolution article 9

7C.3 A disciplinary system is in place and enforced.

Description

There are disciplinary systems in place within the Personnel Ordinance and the Rules and Regulations. HPFD follows the policies and procedures as set forth by the Human Resources (HR) department regarding disciplinary actions.

Appraisal

The reference *City of High Point personnel resolution* is the basic disciplinary guide in procedural matters for all department employees. The reference *HPFD general order 101.46* chain-of-command is designated and for HPFD personnel. This general order assures that a proper chain of command structure is utilized for all disciplinary actions needed.

Plan

There is no plan to change the current policies.

References

City of High Point personnel resolution

HPFD general order 101.46

7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

Description

High Point Fire Department (HPFD) follows the policies and procedures as set forth by the Human Resources (HR) department for employee ethics and conflict of interest policy. This is directed by local policy set by the City Manager.

Appraisal

The reference *City of High Point personnel resolution* included ethics and conflict of interest policy for all department employees. This was published by the HR department as is communicated to all employees through the City of High Point intranet website.

Plan

There is no plan to change the current policies.

References

City of High Point personnel resolution

7C.5 A grievance/complaint procedure is published and communicated to employees/members.

Description

High Point Fire Department (HPFD) follows the policies and procedures as set forth by the Human Resources (HR) department for all grievance and/or complaint procedures. This ensures a clear avenue to deal with any outstanding issues or concerns for all employees.

Appraisal

Reference *HPFD General Order 101 & 101.46* has indicated that HPFD follows a chain-of-command and reference *City of High Point personnel resolution article 9* which has included policies and procedures for documenting, reporting and communicating grievance and/or complaints for all employees. This was published and updated by the HR department and communicated to all employees through the reference City of High Point intranet website.

Plan

There is no plan to change the current policies.

References

City of High Point personnel resolution article 9

HPFD General Order 101 & 101.46

Criterion 7D: Use of Human Resources

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.

Summary

High Point Fire Department (HPFD) follows the policies and procedures set forth by the City of High Point Human Resources (HR) Department. These policies and procedures follow in line with the mission, goals and objectives of the HPFD. The hiring, retention and promotion of personnel as well as fostering excellence and recognition amongst employees are qualities provided amongst HR policies, and follow the *HPFD strategic plan* documentation created during the HPFD strategic planning management process.

Criterion 7D: Use of Human Resources

Performance Indicators

CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.

Description

High Point Fire Department (HPFD) follows the classification system set forth by the Human Resources (HR) department by which jobs are studied and modified. A job classification study is in place, and helps to study and modify all jobs at City of High Point.

Appraisal

HPFD has followed HR department reference *City of High Point personnel resolution article 2 & 3*, to deliver a job classification and modification system. This enabled the department to properly audit, modify and deliver job classification studies. This has enhanced the workplace environment by helping employees to attain and retain competitive positions.

Plan

There is no plan to change the current policies.

References

City of High Point personnel resolution article 2 & 3

7D.2 Current written job descriptions exist for all positions and incumbent personnel have input into revisions.

Description

High Point Fire Department (HPFD) follows the policies and procedures as set forth by the Human Resources (HR) department in respect to job classifications and descriptions. Employees have input to modify these positions as job tasks and work plans are changed and updated.

Appraisal

HPFD has utilized the references *City of High Point Class Titles and Job Descriptions* and *City of High Point personnel resolution article* to follow and update job descriptions. Personnel have input to determine if work plans are up-to-date, and have assisted in the modification of job descriptions. This ensured that job descriptions are current.

Plan

HPFD will continue to review and modify job descriptions with the HR department. This will ensure that job descriptions are up-to-date.

References

City of High Point Class Titles and Job Descriptions

City of High Point personnel resolution

7D.3 A personnel appraisal system is in place.

Description

High Point Fire Department (HPFD) follows the policies and procedures as set forth by the Human Resources (HR) department. These policies are outlined in the City of High Point personnel resolution, and include performance salary increases.

Appraisal

Performance evaluations have been conducted on a minimum basis annually using reference *City of High Point personnel resolution article 3*. This ensures that employees have been evaluated and rewarded for good performance or given feedback to improve any poor performance.

Plan

HPFD is currently working with HR to improve this system by upgrading the process to include more up-to-date measurements and standards.

References

City of High Point personnel resolution article 3

7D.4 The agency maintains a current list of the special knowledge, skills, and abilities of each employee/member.

Description

High Point Fire Department (HPFD) has a system in place to record and maintain a list of special skills and abilities for each employee within Firehouse Records Management System (RMS).

This ensures that all records are up-to-date and appropriate for each employee, highlighting special skills and abilities of each.

Appraisal

HPFD has maintained records of each employee stored within Firehouse Records Management System (RMS) as per reference *RMS Specialty Program*. This data has enabled the department to track and report on the special skills and abilities of all employees.

Plan

HPFD will continue to review and modify all personnel data and make revisions as needed within the Firehouse Records Management System (RMS).

References

Firehouse Records Management System (RMS)

RMS Specialty Program

7D.5 Methods for employee/member input or a suggestion program are in place.

Description

HPFD also fosters an open-door communication policy through emails or personnel communication. This allows feedback and suggestions to reach chief officers. This helps to enhance departmental policies and procedures.

Appraisal

Reference *HPFD general order 111* has dictated all personnel are required to follow for communication through the ranks. This policy has helped to foster open communication, which in turn has enabled the department to make possible changes to policy and procedures.

Plan

There is no plan to change the current policies.

References

HPFD general order 111

7D.6 Career development programs are made available to all employees/members.

Description

High Point Fire Department (HPFD) has policies on career development, which are in accordance with the Human Resources (HR) department policies on career development. This includes tuition assistance of educational classes taken which helps to foster a continuing education program. HPFD policies set standards for career ladder advancements.

Appraisal

HPFD has followed *City of High Point personnel resolution article 7* educational partial reimbursements to provide tuition assistance. This helps to motivate and provide assistance for continuing education. Reference *HPFD General Order 111 (promotional matrix)* has set standards to develop a program and assist employees through career ladder advancements.

Plan

HPFD will continue to review and modify the career development program as needed.

References

City of High Point personnel resolution article 7.10

HPFD general order 111 (promotional matrix)

Criterion 7E: Personnel Compensation

A system and practices for providing employee/member compensation are in place.

Summary

Rates of pay are determined by the City Manager and City Council. HPFD follows City of High Point established annual salary plan. High Point Fire Department (HPFD) benefits follow City of High Point Human Resources (HR) practices also. The CHP Benefits booklet is assigned to each employee as they are hired as well as accessible on the *City of High Point intranet* website.

Criterion 7E: Personnel Compensation

Performance Indicators

CC 7E.1 Rates of pay and compensation are published and available to all employees/members.

Description

Rates of pay are determined by the City Manager and City Council. HPFD follows City of High Point established annual salary plan.

Appraisal

Pay ranges for each position within the department have been published and are available to each employee on the City of High Point intranet website as well as in reference *City of High Point personnel resolution article 3*.

Plan

City of High Point salary plan is reviewed annually as part of the budget process.

References

City of High Point personnel resolution article 3

7E.2 Member benefits are defined, published and communicated to all employees/members.

Description

High Point Fire Department (HPFD) benefits follow City of High Point Human Resources (HR) practices. The CHP Benefits booklet is assigned to each employee as they are hired as well as accessible on the City of High Point intranet website.

Appraisal

HPFD has followed the reference *City of High Point personnel resolution article 6 & 7* to define and has communicated to all HPFD employees, the list of benefits, during employee orientation. These benefits were created by the City Manager and HR Director, to be assessable to all HPFD employees through the City intranet website.

Plan

HPFD will continue to follow guidelines and policies set by HR department, to help provide a competitive benefits package that is accurate and available to all employees through the City of High Point intranet website.

References

City of High Point personnel resolution article 6 & 7

Criterion 7F: Occupational Health and Safety and Risk Management

Occupational health and safety and risk management programs are established and designed to protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

Summary

High Point Fire Department (HPFD) has a published *HPFD safety procedures and guidelines* manual. HPFD also follows City of High Point Human Resources (HR) Safety Division policies and procedures. The HPFD Safety Officer will continue to review these policies and procedures to ensure that the department complies with Occupational Safety and Health Administration (OSHA) and North Carolina Department of Labor (NCDOL) and national standards. HPFD is also regulated by Office of State Fire Marshall (OSFM) Fire and Rescue Commission. The City of High Point learning management system (LMS) also helps to promote safety compliance through education and testing.

Criterion 7F: Risk Management and Personnel Safety

Performance Indicators

7F.1 A specific person or persons are assigned responsibility for implementing the occupational health and safety and risk management programs.

Description

High Point Fire Department (HPFD) has an assigned Safety Officer (*HPFD job description-emergency manager*) who fulfills the duties assigned to implementing occupational health and safety and risk management departmental programs. This helps to ensure that the department follows all local, state and national mandates.

Appraisal

High Point Fire Department (HPFD) has followed references; *HPFD general order 900 safety manual and Occupational Safety and Health Administration (OSHA) 29 CFR 1910 & 1926*.

HPFD has also followed guidelines and standards set by ;City of High Point Human Resources (HR) Safety Division, Occupational Safety and Health Administration (OSHA), North Carolina Department of Labor (NCDOL) and Office of State Fire Marshall (OSFM) Fire and Rescue Commission to ensure that the department follows all mandated standards. HPFD has reviewed all past incidents and injuries for future safety and risk management prevention.

Plan

HPFD will continue to evaluate programs and employee wellness for compliance with policies and standards.

Reference

HPFD job description emergency manager

HPFD general order 900 safety manual

Occupational Safety and Health Administration (OSHA) 29 CFR 1910 & 1926

7F.2 Procedures are established for reporting, evaluating, addressing, and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.

Description

High Point Fire Department (HPFD) has in place a system for reporting, evaluating, addressing, and communicating workplace hazards and/or unsafe workplace conditions and practices. The department follows all local, state and national mandates.

Appraisal

High Point Fire Department (HPFD) has followed guidelines, regulations and mandates of; City of High Point Human Resources (HR) Safety Division, Occupational Safety and Health Administration (OSHA), North Carolina Department of Labor (NCDOL) and Office of State Fire Marshall (OSFM) Fire and Rescue Commission. HPFD utilizes guidelines set in reference *HPFD general order 900 safety manual*. This has ensured appropriate policies and guidelines have been met for workplace safety. HPFD also utilizes City of High Point learning management system (LMS) for learning opportunities.

Plan

HPFD will continue to evaluate programs and employee wellness for compliance with policies and standards.

Reference

HPFD general order 900 safety manual

7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

Description

High Point Fire Department (HPFD) has in place a system for documenting workplace hazards and/or unsafe workplace conditions and practices. This enables the department to provide and implement risk reduction strategies. These strategies allow the department to operate in a safe manner with the employee welfare being of the utmost importance.

Appraisal

High Point Fire Department (HPFD) has followed guidelines and resources of references; *HPFD general order 900 safety manual* through the City of High Point Human Resources (HR) Safety Division. These documents highlight risk reduction strategies and safety precautions available to HPFD employees. Reference *City of High Point learning management system (LMS)* has provided education of risk reduction strategies for employee safety measures.

Plan

HPFD will continue to evaluate programs and employee safety for compliance with policies and standards based on risk reduction strategies.

Reference

HPFD general order 900 safety manual

City of High Point learning management system (LMS)

7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

Description

High Point Fire Department (HPFD) implements procedures to minimize occupational exposure to communicable diseases or chemicals. The department follows all local, state and national mandates dealing with these issues.

Appraisal

High Point Fire Department (HPFD) has followed references *HPFD general order 900 safety manual* and *North Carolina Office of Emergency Medical Services (OEMS)* to implement procedures and policies to minimize exposure for employees. This has enabled HPFD to be safe. HPFD has followed guidelines and standards by; City of High Point Human Resources (HR) Safety Division, Occupational Safety and Health Administration (OSHA), North Carolina Department of Labor (NCDOL) and Office of State Fire Marshall (OSFM) Fire and Rescue Commission to ensure that the department has followed all mandated standards dealing with exposure.

Plan

HPFD will continue to evaluate policies and standards dealing with exposure.

Reference

HPFD general order 900 safety manual

North Carolina Office of Emergency Medical Services (OEMS)

CC 7F.5 An occupational health and safety training program is established and designed to instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.

Description

High Point Fire Department (HPFD) provides an occupational health and safety training program to educate and instruct employees about safe workplace procedures that pertain specifically to the HPFD.

Appraisal

High Point Fire Department (HPFD) has utilized reference *City of High Point learning management system (LMS)* and *HPFD monthly safety* training to educate and instruct personnel about specific workplace hazards at the HPFD. City of High Point Human Resources (HR) Safety Division, Occupational Safety and Health Administration (OSHA), North Carolina Department of Labor (NCDOL) and Office of State Fire Marshall (OSFM) Fire and Rescue Commission all set regulations and standards to help ensure that HPFD followed local, state and national mandates about workplace safety.

Plan

HPFD will continue to evaluate policies and standards dealing with workplace safety.

Reference

HPFD monthly safety training

City of High Point learning management system (LMS)

7F.6 The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury or property damage.

Description

High Point Fire Department (HPFD) utilizes a firefighter near miss online reporting system to report any events that could have led to injuries, property damage or fatalities. If needed the City of High Point Human Resources (HR) Safety Division is accessible for input and analysis.

Appraisal

When an incident may have involved an injury *Occupational Safety and Health Administration (OSHA) CFR 29 1904* regulations were utilized. If there was a near miss situation, HPFD general order 224 addressed the procedures and standards for documentation per reference HPFD post incident analysis form.

Plan

HPFD will continue current program with the possibility of using the online near miss reporting system.

Reference

Occupational Safety and Health Administration (OSHA) CFR 29 1904

HPFD general order 224

HPFD post incident analysis

7F.7 A process is in place to investigate and document accidents, injuries, legal actions, etc., which is supported by the agency's information management system.

Description

High Point Fire Department (HPFD) requires that all vehicular accidents and any injuries to personnel be reported on the appropriate forms. All reporting is documented to allow for analysis of the data to prevent future occurrences. All accidents and injuries are determined to be either preventable or non-preventable by the safety officer and safety committee.

Appraisal

HPFD has utilized references *City of High Point Report for Vehicular Collision/Incident and City of High Point Injury/Incident reporting form* to document and record all vehicular accident and personal injuries. The process for completing and submitting such forms is outlined in the reference *HPFD general order 900 safety manual*. The required reference *Occupational Safety and Health Administration (OSHA) 300A log* has been completed annually to state the number of injuries occurring within the specified timeframe.

Plan

HPFD will continue to utilize the aforementioned reporting to document accidents and injuries, and allow for the investigation of same.

Reference

City of High Point Report for Vehicular Collision/Incident

City of High Point Injury/Incident reporting form

HPFD general order 900 safety manual

OSHA 300A log

Criterion 7G: Wellness/Fitness Programs

The agency has a wellness/fitness program for recruit and incumbent personnel and provisions for noncompliance by employees/members are written and communicated.

Summary

HPFD provides a wellness/fitness program. Also provided is the HPFD exercise program. These ensure that employees are properly trained and educated to achieve a healthy career. High Point Fire Department (HPFD) follows the policies and procedures as set forth by the Human Resources (HR) department with an adequate employee assistance program. This provides assistance for our employees as well as their families. High Point Fire Department (HPFD) tracks components of the wellness/fitness program that allows for analysis and documentation. This enables the department to track goals and modify programs to allow for improvement.

Performance Indicators:

CC 7G.1 The agency provides for initial, regular, and rehabilitative medical and physical fitness evaluations.

Description

HPFD provides an initial, regular and rehabilitative wellness program. This provides recruits a baseline wellness and health program. An annual physical and blood work completed by a physician, checking for abnormalities. A modified duty wellness program is conducted on an as-needed basis and dependent upon the employee's condition and the doctor's assignment.

Appraisal

HPFD general order 107 (wellness and fitness program) has set the policy that served as a basis for fitness for duty. Before employment each employee has had a medical exam, as well as on an annual basis after employment, per reference *National Fire Protection Association (NFPA) 1582*. This has ensured that employees have a minimum fitness standard to perform their job related duties. This has helped HPFD to create an atmosphere of a healthy work environment. Reference *HPFD general order 100, Job Related Physical Ability Test (JRPAT)* has provided an annual benchmark for physical performance, as mandated by *National Fire Protection Association (NFPA) 1583*.

Plan

HPFD will increase the annual physical *HPFD general order 100, Job Related Physical Ability Test (JRPAT)* to a semi-annual basis to promote physical fitness. HPFD will also enhance an exercise program to prepare for JRPAT as well as recommended nutritional guidelines.

Reference

HPFD general order 107 (wellness and fitness program)

National Fire Protection Association (NFPA) 1582

HPFD general order 100, Job Related Physical Ability Test (JRPAT)

National Fire Protection Association (NFPA) 1583

7G.2 The agency provides personnel with access to fitness facilities and equipment as well as exercise instruction.

Description

Each fire station at HPFD is provided with a treadmill for cardiovascular exercise as well as minimum strength training equipment. Employees are required 1 hour per day of physical fitness training.

Appraisal

A reference *HPFD exercise program* has been supplied to each employee to deliver guidelines and goals for physical fitness. This program has also included recommended nutritional guidelines to help promote a healthier and capable employee. Employees have had access at each station to utilize physical fitness equipment. This has ensured that employees have a minimum fitness standard to perform their job related duties. This has helped HPFD to create an atmosphere of a healthy work environment.

Plan

HPFD will enhance the exercise program to better prepare employees for the cardiovascular portion of the JRPAT as referenced in *National Fallen Firefighters Foundation* (<http://www.firehero.org/>) as well as improve recommended nutritional guidelines.

Reference

HPFD general order 100, exercise program

National Fallen Firefighters Foundation (<http://www.firehero.org/>)

7G.3 The agency provides wellness/fitness education to all employees/members.

Description

High Point Fire Department (HPFD) provides education on wellness/fitness to its employees during recruit academy and the promotional process. Also provided is the HPFD exercise program. These ensure that employees are properly trained and educated to achieve a healthy career.

Appraisal

References *HPFD general order 111 (promotional matrix)*, HPFD general order 107 (wellness and fitness program) and *HPFD fire academy recruit packet* all provide education and information regarding the wellness/fitness program. This assists employees with the appropriate information to gain and retain an atmosphere of a healthy work environment.

Plan

HPFD will enhance the exercise program to prepare for the *HPFD general order 100, Job Related Physical Ability Test (JRPAT)* as well as recommended nutritional guidelines.

Reference

HPFD general order 111 (promotional matrix)

HPFD general order 107 (wellness and fitness program)

HPFD fire academy recruit packet

HPFD general order 100, Job Related Physical Ability Test (JRPAT)

7G.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

Description

High Point Fire Department (HPFD) follows the policies and procedures as set forth by the Human Resources (HR) department with an adequate employee assistance program. This provides assistance for our employees as well as their families. HPFD also utilizes several resources that are available for critical incident stress debriefing.

Appraisal

High Point Fire Department (HPFD) follows the policies and procedures as set forth by the Human Resources (HR) department per reference *City of High Point personnel resolution article 7* which has provided the employee assistance program. HPFD has also utilized references City of High Point Public Safety Chaplains, Guilford County Office of Emergency Services and HPFD Critical Incident Stress Debriefing (CISD) trained personnel for critical incident stress debriefing. This has allowed the department to meet the needs and provide necessary assistance for employee and family well-being.

Plan

HPFD will continue to utilize the established programs.

Reference

City of High Point personnel resolution article 7

CC 7G.5 Current policies and standard operating procedures or general guidelines are in place to direct the wellness/fitness programs.

Description

HPFD provides general order 107 to provide guidance and direction in the wellness and fitness program. This helps to direct employees through the program and enhance the fitness of the employee.

Appraisal

HPFD general order 107 (wellness and fitness program) has set the policy that served as a basis for fitness for duty. This has ensured that employees have a minimum fitness standard to perform their job related duties. This has helped HPFD to create an atmosphere of a healthy work environment.

Plan

HPFD will increase the annual physical Job Related Physical Ability Test (JRPAT) to a semi-annual basis to promote physical fitness. HPFD will enhance the exercise program to prepare for JRPAT as well as recommended nutritional guidelines.

Reference

HPFD general order 107 (wellness and fitness program)

7G.6 The agency's information system allows for documentation and analysis of the wellness/fitness programs.

Description

High Point Fire Department (HPFD) tracks components of the wellness/fitness program that allows for analysis and documentation. This enables the department to track goals and modify programs to allow for improvement.

Appraisal

HPFD's Job Related Physical Ability Test (JRPAT) has served as the system that tracked wellness/fitness performance data within the department. The analysis of these records has provided appropriate data to help put into place programs that assisted our employees with respect to the wellness/fitness program.

Plan

HPFD will work to expand the wellness/fitness program to include an air consumption management program.

Reference

HPFD general order 100, Job Related Physical Ability Test (JRPAT)

7G.7 An appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs.

Description

High Point Fire Department (HPFD) tracks components of the wellness/fitness program on an annual basis that allows for analysis and documentation. This enables the department to track goals and modify programs to allow for improvement.

Appraisal

The analysis of these records has provided appropriate data to help put into place programs that assisted our employees with respect to the wellness/fitness program. The effectiveness of the wellness/fitness program and reference *HPFD general order 100, Job Related Physical Ability Test (JRPAT)* has been evaluated and modified annually.

Plan

HPFD will work to expand the wellness/fitness program and increase the annual physical Job Related Physical Ability Test (JRPAT) to a semi-annual basis to promote physical fitness

Reference

HPFD general order 100, Job Related Physical Ability Test (JRPAT)

Categories and Criteria

Category VIII

TRAINING AND COMPETENCY

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library, other collections of materials that support teaching and learning, instructional methodologies and technologies, support services, distribution and maintenance systems for equipment and materials, instructional information systems, such as computers and software, telecommunications, other audio visual media, and the facilities to utilize such equipment and services.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation, and increased effectiveness. The agency or system should provide those learning resources necessary to support quality training. The agency should depict their approach to recognized state/provincial and national fire service professional standards programs within their written responses to the performance indicators in this section as adherence to those programs will be considered as *prima facie* compliance with the intent of this section.

Criterion 8A: Training and Education Program Requirements

A training and education program is established to support the agency's needs.

Summary

The High Point Fire Department (HPFD) has multiple resources and programs designed to ensure that all training requirements are met. HPFD training division operates under federal, state and local mandates. These mandates help to dictate training requirements to enhance job performance, firefighter and public safety and career development. Each station has a library which consists of manuals, workbooks, and other literature that can be utilized on the company level to facilitate training.

Criterion 8A: Training and Education Program Requirements

Performance Indicators

CC 8A.1 The organization has a process in place to identify training needs, which identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.

Description

The current process used to determine the content of the training program is determined by the battalion chief of training. This process is based on evaluation of previous performance, to measure the effectiveness of the training needs of High Point Fire Department (HPFD), based on state and national standards including *HPFD general order 500 training standard*, *NC Office of State Fire Marshal (OSFM) lesson plans*, *National Fire Protection Association (NFPA) 1500*, *Occupation Safety and Health Administration (OSHA) 29 CFR 1910.134*, and *HPFD Training AAR Form*. The reference *HPFD training calendar* resulting from this process, impacts all divisions and operations of HPFD and provides a tool for supervisors to plan their activities. The training schedule and plan includes programs and classes that provide information and training for the entire agency.

Appraisal

The training has division utilized a review process based on the applicable requirements, standards and regulations to determine the content of the training schedule for the upcoming calendar year. Additional training topics have been sourced by letters from Battalion Chiefs and/or Company Officers, seeking additional training for their company or training group. This has been effective for HPFD training.

Plan

The current process used to determine the content of the training program is meeting the needs of HPFD. We will continue with the same process.

Reference

HPFD training calendar

HPFD general order 500 training standard

National Fire Protection Association (NFPA) 1500

Occupation Safety and Health Administration (OSHA) 29 CFR 1910.134

HPFD Training AAR Form

NC Office of State Fire Marshal (OSFM) lesson plans

8A.2 The training program is consistent with the agency's mission statement and published goals and objectives, and meets the agency's needs.

Description

The function of the training division in relation to High Point Fire Department (HPFD) mission and vision is to ensure that adequate classes, programs and training drills are scheduled and are consistent with the direction of HPFD. The fire academy, delivered by the training staff, selects departmental instructors as well as outside professionals, in an efficient delivery of the training needs. All company officers are responsible to the training division for accomplishing annual goals and objectives throughout the year.

Appraisal

The training program has been found to be consistent with the department's mission statement. This has been proven through published goals and objectives noted in references *HPFD fire academy recruit packet* , *HPFD fire task books* and *HPFD general order 111 promotional matrix*. The departments training documents have been found to meet our department's needs through adequate goals noted in the promotional matrix.

Plan

The training division will continue to provide adequate classes and training that will help to lead HPFD in the direction set forth by the Fire Chief and the agency mission/vision statements and goals and objectives.

Reference

HPFD fire academy recruit packet

HPFD fire task books

HPFD general order 111 promotional matrix

8A.3 The training program is consistent with legal requirements for performing mandatory training.

Description

Training division programs are delivered to personnel for compliance with recognized industry standards. Requirements are set for each level of personnel, evidenced by reference *High Point Fire Department (HPFD) general order 500*.

Appraisal

The training division has been utilizing a review process based on the requirements and standards of references: *National Fire Protection Association (NFPA) 1500, Occupation Safety and Health Administration (OSHA) 29 CFR 1910.134, and HPFD general order 500 training standard*. North Carolina Department of Insurance (DOI), North Carolina Office of EMS (OEMS), as well as Insurance Service Office (ISO) documents is utilized to determine the content of the training schedule for the upcoming calendar year. Additional training topics are sourced by letters from Battalion Chiefs and/or Company Officers, seeking additional training for their company or training group.

Plan

We will continue with the same process.

Reference

HPFD general order 500 training standard

National Fire Protection Association (NFPA) 1500

Occupation Safety and Health Administration (OSHA) 29 CFR 1910.134

8A.4 The agency has identified minimum levels of training required for all positions in the organization.

Description

The training division has in place for each position minimum training requirements for advancement that are outlined within reference *HPFD general order 500* training requirements as well as *High Point Fire Department (HPFD) general order 111 promotional matrix*.

Appraisal

The training division has set training requirements based on Federal, State and Local mandates examples of setting minimum levels of training are references *HPFD officer candidate school (OCS)* and *HPFD driver/operator school (D/OS)*. Additionally, Division standards dictate minimum levels of training on an annual basis, to help with career development and advancement.

Plan

The training division will continue to operate based on the Federal, State and Local mandates. State minimum requirements include 340 instruction hours for firefighter certification per reference *OSFM Certification Board Policy and Procedures*. The training division plans on creating and expanding continuing education prerequisites for specific positions and ranks, which will include *HPFD officer candidate school (OCS)* and *HPFD driver/operator school (D/OS)*.

Reference

HPFD general order 500 training standard
HPFD officer candidate school (OCS)
HPFD driver & operator school (D/OS)
HPFD General Order 111 promotional matrix
OSFM Certification Board Policy and Procedures

Criterion 8B: Training and Education Program Performance

Training and education programs are provided to support the agency's needs.

Summary

High Point Fire Department (HPFD) has identified a number of effective training programs for fire, ems, and specialized rescue disciplines, as well as fire inspectors. Reliability in the training program is ensured through utilization of nationally recognized performance based standards, mandated federal and state requirements, and input from administrative personnel from all divisions in an annual departmental planning process. The training programs directed at operational positions are currently meeting their intended purpose. The annual training calendar has provided the coordination of programs within HPFD.

Criterion 8B: Training and Education Program Performance

Performance Indicators

8B.1 A process is in place to ensure that personnel are appropriately trained.

Description

High Point Fire Department (HPFD) has a progressive and proven process set forth to ensure that the members are properly trained from the beginning and throughout their career. Training is conducted and certifications are obtained to comply with Federal, State, and Local requirements along with continuing education that maintains certifications. Training is conducted through certified/qualified instructors along with outside delivery agencies from the surrounding community colleges.

Appraisal

Through HPFD recruit fire academy, all fire, ems, and specialized rescue disciplines, as well as fire inspectors have been certified to a minimum level. After the academy, as referenced by *HPFD operations manual*, personnel have had the option to obtain further certifications to assist with career advancement. Members assigned to specialty teams have obtained additional certifications. To maintain their competencies, all members of the Operations Division have participated in daily company training classes along with scheduled and unscheduled facility training. Monthly in-service continuing education training has been provided by both in house and outside delivery agencies. Specialty Team members participated in additional training sessions and drills that were tailored to meet the needs of the specific team. Reference *HPFD company drill manual* provides background and depth to our department training.

Plan

The training division will continue to evaluate and measure the results of the training provided to ensure that our members are being given the most up to date information and that the education that is being conveyed is in a format so that it is easily retained.

Reference

HPFD company drill manual

8B.2 The agency provides both short and long-range training schedules.

Description

The training division provides both short and long range training schedules. The short and long range schedules are both provided via an online High Point Fire Department (HPFD) activity calendar, listed within reference *HPFD general order 111 promotional matrix*. In addition daily activities are communicated on the morning radio announcements.

Appraisal

The training division training calendar has been an effective tool for both short and long range planning for training classes. The calendar includes topics such as training type, date, time, instructor, companies involved, and location of the training. This has allowed members to plan their daily activities in advance based on their training needs and desires. The *HPFD general order 111 promotional matrix*, has been a long range planning tool that members utilized to prepare for the promotional process. The planning process has been based on evaluation of previous performance measures according to the training needs of HPFD, utilizing national standards reference *National Fire Protection Association (NFPA) 1410*.

Plan

The training division will continue to update and utilize the training calendar as well as promote use by the members of HPFD.

Reference

HPFD general order 111 promotional matrix

National Fire Protection Association (NFPA) 1410

8B.3 The agency has a process for developing performance-based measurements.

Description

Performance measures used by High Point Fire Department (HPFD) are those recommended consensus standards developed and promulgated by the reference National Fire Protection Association (NFPA) and those mandatory standards as set by the reference Occupational Safety and Health Administration (OSHA). Companies may access the reference *HPFD company drill manual* which has the required performance objectives listed.

Appraisal

Supervisors have been evaluating the performance of their personnel based on subject matter knowledge as well as time performance of evolutions. The process that has been utilized for developing these performance based measurements are HPFD standards that meet or exceed recognized national standards. All performance based measurement results have been recorded and stored within the Firehouse Records Management System (RMS) software and available to all personnel as reference *RMS HPFD ISO training report*.

Plan

Supervisors will continue to evaluate personnel training based on company level training, and measured by performance evaluations . HPFD training division will monitor the program and evaluate effectiveness so that changes can be made as national standards are amended and/or updated.

Reference

HPFD company drill manual

RMS HPFD ISO training report (J.Griggs)

CC 8B.4 The agency provides for evaluation of individual, company, or crew, and multi-company or crew performance through performance-based measurements.

Description

The training division conducts evaluations of performance based measures through *Special Training Groups (STG)*, *Special Operation Groups (SOG)*, and *High Point Fire Department General Order (505.00)*, open source learning platform references (*Moodle*), and *City of High Point Leadership Management System (LMS)*. Through the use of data reporting, High Point Fire Department (HPFD) tracks Certification and License expirations.

Appraisal

HPFD provided training to its members has been through multiple facets. This ranges from individual training to multi-company training through reference open source learning platform references (*Moodle*) and *LMS*, as well as *Normal Training Group*, *Standard Training Groups* and *Special Operations Group training groups*, referenced within the *HPFD general order 505.00*. Each performance is measured for knowledge and efficiency. This allows HPFD to adjust and conduct training classes to improve where members may show deficiency's in their performance evaluations annually.

Plan

The training division will monitor the program and evaluate effectiveness so that changes can be made as national standards are amended and/or updated.

Reference

open source learning platform references (*Moodle*)

City of High Point Leadership Management System (LMS)

HPFD General Order 505.00

8B.5 The agency maintains individual/member training records.

Description

All department training division records are kept within the Firehouse Records Management System (RMS). These records can be accessed at any time for evaluation and performance appraisals.

Appraisal

The training division records have been entered by the company officer or training division staff, after completion of the training classes. These records allow easy access for viewing by all members of High Point Fire Department (HPFD), and are audited for accuracy every quarter by training division staff per reference *RMS HPFD ISO training report (J.Griggs)*. This ensures concise and accurate data, to help determine the direction of training for all members of HPFD. Training division staff produces a see reference *FireHouse user manual* which details the process for entering and reporting of training records.

Plan

The training division will utilize the data gathered from Firehouse Records Management System (RMS) as well as continue to update the *FireHouse user manual*.

Reference

FireHouse user manual

RMS HPFD ISO training report (J.Griggs)

Criterion 8C: Training and Education Resources

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity, and are current.

Summary

The training division has numerous locations and resources available for personnel training. The training division utilizes the latest technology and materials to accomplish appropriate levels and standards of training. The updated training facility includes the training center with 2 classrooms including modern multi-media equipment. Additional classroom facilities exist at Stations 2, 12 & 1. Each fire station has a library which consists of manuals, workbooks, and other literature that can be utilized on the company level to facilitate training. An updated ISO compliant training tower (5 story & 2 story residential annex.), a burn/smoke maze, specialty team training props, a draft pit, National Fire Protection Association (NFPA) 1002 driving course, JRPAT & CPAT testing sites, NEVT regional testing site, and delivery agency for state testing for NC State Fire Rescue Commission.

Criterion 8C: Training and Education Resources

Performance Indicators

CC 8C.1 Available training facilities and apparatus are provided to support the training needs of the agency.

Description

The training division utilizes an ISO compliant training facility, including a 5 story training tower and an educational center. Fire apparatus are extracted from available front-line stations for training purposes. Specialty team training (technical rescue, hazmat, EMS) are conducted onsite with specific fixed-site facilities, or through *Guilford Technical Community College Emergency Responders Training Center agreement (GTCC ERTC)*.

Appraisal

The training division facility received great improvements this year. The addition of an ISO compliant training tower enables the division to meet the needs of High Point Fire Department (HPFD) and satisfy the agency mission statement. Front-line and reserve apparatus were utilized for training, but posed a problem for scheduling due to time constraints and response needs. Further proof of training facilities are shown in reference *HPFD listing of inside and outside facilities and HPFD listing of apparatus*. The reference *GTCC ERTC brown bear training calendar* has indicated availability for training opportunities. Real world fixed site facilities have been utilized using the *HPFD liability insurance waiver (fixed site facilities)*.

Plan

Currently the training division has expanded the number of training groups which lessens the number of front-line apparatus being out of service at any given time. The addition of a dedicated engine and ladder apparatus for the training division is desired to lessen the out of service times. A dedicated mock station, acting as a recruit training facility as well as an apparatus bay for the training apparatus is also desired as a new addition to HPFD in the near future.

Reference

GTCC ERTC training calendar (<http://www.brownbearsw.com/freecal/ERTC>)

HPFD liability insurance waiver (fixed site facilities)

HPFD listing of inside and outside facilities

HPFD listing of apparatus

Guilford Technical Community College Emergency Responders Training Center agreement
(GTCC ERTC)

8C.2 Instructional personnel are available to meet the needs of the agency.

Description (additional personnel)

Present staffing for the training division includes: one training Battalion Chief and two training Captains. The training staff is responsible for directing the delivery of training information to our fire fighters. The primary resources are our company officers as well as classes delivered by training division staff. Departmental State certified instructors are utilized as needed. Outside instruction is provided for through participation in schools, seminars and meetings from budgeted funds. The NC Community College system and accredited Universities are used for promotional, certification as well as continuing education. An open source learning platform (*Moodle*) and the *City of High Point Leadership Management System (LMS)* are also used to supplement traditional educational instruction.

Appraisal

The current staffing of the training division, inclusive of other outside instructional personnel, has been found to be adequate to meet the goals and objectives of High Point Fire Department (HPFD). Each training officer is assigned specific areas where strengths are identified. HPFD has provided some funding for outside instructional personnel to deliver information and financial support for attendance to numerous schools.

Plan

The training staff shall conduct annual assessments of existing programs and those to be developed to ensure that the mission, goals and objectives of HPFD are being addressed. Other outside instructional assistance shall be obtained as needed. The training division staff continues to utilize and enhance the abilities of our own in-house instructors.

Reference

open source learning platform (*Moodle*)

City of High Point Leadership Management System (LMS)

8C.3 Instructional materials are current, support the training program, and are easily accessible.

Description

The training division includes a library located at each station. These materials are easily accessible. New audio/visual equipment became available in 2015 located at the training center. In addition the training division utilizes the following materials; *IFSTA & Jones and Bartlett manuals, industry standard periodicals, open source learning platform (Moodle), and online subscription NFPA standards.*

Appraisal

The training division ensured that instructional materials were continually reviewed and evaluated for effectiveness. It has been determined that there needs to be updated materials located within the station libraries. The training materials are vital to the members by supporting the needs of High Point Fire Department (HPFD). Each HPFD member is tested utilizing these materials during the promotional processes. The training division has been committed to providing a quality service staffed by certified fire professionals. The department seeks and provides outside instructors as needed, and develops the use of computer based training open source learning platform (*Moodle*) and the *City of High Point Leadership Management Systems (LMS)*. Additional instructional materials are contained in references *HPFD company drill manual and Office of State Fire Marshal (OSFM) lesson plans.*

Plan

The training division plans to begin auditing the instructional materials annually. Outdated materials will need to be replaced with current, up-to-date volumes so that our members will have current material on hand to meet the needs of HPFD. The Division looks to provide additional staffing for recruits/specialty training, line personnel monthly/annual training requirements and certification/records management.

Reference

HPFD company drill manual

Office of State Fire Marshal (OSFM) lesson plans

National Fire Protection Association (NFPA) 1410

City of High Point Leadership Management System (LMS)

open source learning platform (*Moodle*)

8C.4 Apparatus and equipment utilized for training are properly maintained in accordance with the agency's operational procedures, and are readily accessible to trainers and employees.

Description

The High Point Fire Department (HPFD) training facility is readily available to all members at any time. The equipment is maintained through procedures set forth in the *High Point Fire Department (HPFD) Operations Manual*. Front line and reserve apparatus including tools and equipment are utilized for training purposes.

Appraisal

Each company on HPFD has keys to open the training facility at any time training is needed. The *HPFD company drill manual* outlines procedures for reporting and repairing equipment through RMS FireHouse. HPFD operations division has performed specified apparatus, tool and equipment checks on a daily basis. Repairs were handled by HPFD's technical services and maintenance shop. This HPFD division was a vital asset in helping to keep apparatus and equipment maintained and in working order in a timely fashion.

Plan

The training division will continue to utilize front line apparatus until apparatus can be secured for dedicated training use. Repairs will continue to be reported through RMS FireHouse.

Reference

HPFD company drill manual

8C.5 The agency maintains a current inventory of all training equipment and resources.

Description

High Point Fire Department (HPFD) has a vast inventory of equipment and resources for training our personnel. HPFD strives to maintain all resources to the most current state possible.

Appraisal

HPFD added a new training facility with a state of the art five story training tower along with upgrading the classrooms with new multi-media equipment. Each station has an inventory of a library of books and manuals that support company level training and promotional reading. The hose and appliances, along with specialty team equipment that is used for training, comes from front line apparatus. These apparatus have been inventoried on a weekly basis, accounting for a current list of inventory of training equipment. Current inventory is listed in references *High Point Fire Department (HPFD) station library inventory form and HPFD apparatus and equipment inventory*.

Plan

HPFD will continue to update and upgrade all equipment and resources to ensure that the members have what they need to continue to move forward and stay up to date with the times. The training division plans to institute a review process for the libraries. This plan will conduct an audit of each book and replace out of date material. The training division is looking to acquire a full complement of equipment, including an engine and ladder apparatus, so that the front line apparatus will not be utilized for training. This will reduce the down time and increase the time the apparatus is available for emergencies.

Reference

High Point Fire Department (HPFD) station library inventory form
HPFD apparatus and equipment inventory

8C.6 A selection process is in place for training and educational resource materials.

Description

The current process used to determine the content of the training program is determined by the battalion chief of training. The selection process is based on what edition of NFPA standards the state is utilizing.

Appraisal

The training division staff has a working relationship with Jones and Bartlett and PennWell publishing companies. This has allowed for the newest editions of fire training materials, by evaluating the resources, including dvd's, instructor manuals and student workbooks. This process has ensured the most recent up-to-date materials to be an available resource for the department. Resource materials are available through references *Office of State Fire Marshall Fire and Rescue Commission lesson plans* and *National Fire Protection Association (NFPA) 1410* standards.

Plan

We will continue to obtain these materials, until the 4-5 year rotation when the NFPA reviews and upgrades their materials.

Reference

Office of State Fire Marshall (OSFM) Fire and Rescue Commission lesson plans

National Fire Protection Association (NFPA) 1410

CC 8C.7 Training materials are evaluated on a continuing basis, and reflect current practices.

Description

Materials are evaluated on an as-needed basis or before promotional processes begin. This is a process that is continually being revised, and the training division currently plans to evaluate on a more frequent basis. Materials are evaluated by monitoring industry standards and attending state meetings that provide current training standards.

Appraisal

The purchasing of new materials has been documented in *High Point Fire Department (HPFD) station library inventory form*. These textbooks and various training materials have been updated on an as needed basis, driven by the career ladder *HPFD general order 111 promotional matrix*). Promotional processes have included proficiency and competitive components based on the needs of HPFD and pertinent *National Fire Protection Association (NFPA)1410* standards.

Plan

Moving forward the training division plans on reviewing and evaluating training materials on a more frequent basis, as funding and additional personnel become available. Additional personnel would be very beneficial to help with keeping materials up to date.

Reference

National Fire Protection Association (NFPA) 1410

High Point Fire Department (HPFD) station library inventory form

HPFD general order 111 promotional matrix

Category IX:**ESSENTIAL RESOURCES**

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They may be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation.

For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, such as tankers, ponds, streams, lakes, etc.

Criterion 9A: Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements for emergencies.

Summary

The High Point Fire Department (HPFD) is provided with a looped water supply system with hydrants that are checked annually and on which flow modeling is performed to determine flow rates at specific points in the system. The adequacy of the pressures and volumes of water delivered for fire fighting purposes are consistent with those required for our department's Public Protection Classification (PPC) Class 1 Insurance Services Office (ISO) Rating. Maintenance on the system is performed by the High Point Public Services Department and minimum fire flow requirements have been determined by HPFD.

Criterion 9A: Water Supply

Performance Indicators

CC 9A.1 The agency establishes minimum fire flow requirements and total water supply needed for existing representative structures and other potential fire locations. This information should also be included in the fire risk evaluation and pre-fire planning process.

Description

HPFD establishes minimum needed fire flow from requirements based on the North Carolina Fire Code. All new construction as well as upgrades to buildings are reviewed by the HPFD Fire Prevention Division according to reference *North Carolina State Fire Code, Appendix B, Fire Flow Requirements for Buildings*. This information is utilized in HPFD pre planning and community risk reduction in accordance with reference Insurance Service Office (ISO) PPC Class 1 ISO rating report.

Appraisal

The HPFD has utilized *North Carolina State Fire Code, Appendix B, Fire Flow Requirements for Buildings* to establish minimum needed fire flow requirements. A standard HPFD fire response has far exceeded the requirements set forth by ISO, which is an established fire flow of 3500 gpm, per reference *Insurance Service Office (ISO) PPC Class 1 ISO rating report*. This PPC survey awarded the CoHP water supply system scoring 38.73 out of 40 possible points. This helped HPFD to achieve a PPC class 1 ISO rating.

Plan

HPFD will continue to utilize pre planning, plan reviews and field testing in accordance with the North Carolina State Fire Code water flow requirements as well as ISO standards.

Reference

Insurance Service Office (ISO) PPC Class 1 ISO rating report

North Carolina State Fire Code, Appendix B, Fire Flow Requirements for Buildings

CC 9A.2 An adequate and reliable fixed or portable water supply is available for fire fighting purposes. The identified water supply sources are sufficient in volume and pressure to control and extinguish fires.

Description

The High Point Fire Department (HPFD) utilizes a fixed water supply for firefighting purposes that provides water in sufficient volume and at sufficient pressure to control and extinguish fires. The HPFD also possesses three tankers with portable drop tanks to provide water supplies of sufficient volume and pressure for responses to areas that are non-hydranted which comprises less than 1% of the City Limits.

Appraisal

HPFD has utilized a fixed water supply for fire fighting purposes that has provided water at sufficient volume and pressure in compliance with the *Insurance Service Office (ISO) PPC Class 1 ISO rating report* to enable the HPFD to attain a PPC Class 1 ISO Rating. HPFD has also utilized three tankers (Tanker #5, 1000 gallons and Tanker #26, 1000 gallons) with portable drop tanks that have provided sufficient fire fighting water supplies for responses to areas outside of the city limits without hydrants. In areas where there are no hydrants, we have utilized a response of tankers, from HPFD or surrounding agencies through mutual aid.

Plan

HPFD will continue to work cooperatively with High Point Public Services to ensure sufficient water supplies are available for firefighting purposes.

Reference

Insurance Service Office (ISO) PPC Class 1 ISO rating report

9A.3 The fire agency evaluates fire suppression water flow requirements for proposed projects involving structures or complexes of structures within their jurisdiction. Significant reductions in required fire flow granted by the installation of an approved sprinkler system in buildings are documented.

Description

Customers and developers submit plans to CoHP which are sent to HPFD for the review of site plans and building plans. Water flow requirements are then determined according to the occupancy type and other relevant factors. The *North Carolina State Fire Code, Appendix B, Fire Flow Requirements for Buildings* is then consulted to determine needed fire flow. Reductions in needed fire flow in structures with approved sprinkler systems are allowed as per the *North Carolina Fire Code*.

Appraisal

HPFD has utilized the *North Carolina Fire Code* for evaluation of fire suppression water flow requirements through the Fire Prevention Division. The HPFD plan review staff of the Fire Marshal's Division established needed fire flows for each building during plan reviews. Needed fire flows have been allowed to be reduced for structures with approved sprinkler systems.

Plan

The HPFD will continue to utilize the *North Carolina Fire Code* to evaluate fire suppression water flow requirements.

Reference

North Carolina State Fire Code, Appendix B, Fire Flow Requirements for Buildings

9A.4 The agency maintains regular contact with the managers of public and private water systems to stay informed about all sources of water available for fighting fires.

Description

The High Point Fire Department (HPFD) regularly interacts with the High Point Public Services Department in order to maintain knowledge of all available water sources. The City of High Point (CoHP) is served by a municipal (public) water supply system.

Appraisal

HPFD has regularly met with representatives of the High Point Public Services Department to ensure that information regarding the water system is communicated and updated. The CoHP GIS database hydrant data houses all hydrant information when new hydrants were installed. Hydrants are collected and recorded within the Firehouse Records Management System (RMS) when tested and inspected by HPFD, per reference *HPFD Hydrant Test Map (Station 4)*. This data has been available on the mobile computer terminals on HPFD apparatus.

Plan

The High Point Fire Department will continue to annually check and test hydrants and consult with High Point Public Services on any needed repairs per reference *High Point Public Services Department's Hydrant Maintenance Reports*.

Reference

HPFD Hydrant Test Map (Station 4)

High Point Public Services Department's Hydrant Maintenance Reports

9A.5 The agency maintains copies of current water supply and hydrant maps for its service area.

Description

The High Point Fire Department (HPFD) maintains water supply data for the jurisdiction in electronic format in the *Firehouse Records Management System (RMS)*. Hard copy maps are also printed by from the High Point Fire Department GIS Analyst for annual testing.

Appraisal

The HPFD has maintained water supply and hydrant data in the *Firehouse Records Management System (RMS) hydrant data*. Hard copy maps have also been printed from the High Point Fire Department GIS Analyst for annual testing as referenced in *HPFD Hydrant Test Map (Station 4)*. The GIS hydrant data is available through the mobile command terminal (MCT) on each apparatus. These hydrants have been visible as well as color coded to determine flow and water availability on the MCT's.

Plan

The HPFD will continue to maintain electronic water supply and hydrant data and will ensure that the appropriate personnel have access to maps and data as needed.

Reference

Firehouse Records Management System (RMS) hydrant data
HPFD Hydrant Test Map (Station 4)

9A.6 Hydrant adequacy and placement reflects the locality's known hazards and the agency's needs for dealing with those hazards.

Description

The High Point Fire Department (HPFD) ensures that hydrant adequacy and placement reflects the known hazards in the area through compliance with the *North Carolina Fire Code*.

Appraisal

HPFD has utilized the North Carolina Fire Code as a basis to ensure that hydrant adequacy and placement reflects the known hazards in the area. CoHP has had a total of 7349 hydrants installed in accordance with *North Carolina State Fire Code, Chapter 5*. CoHP water distribution system has provided water at sufficient volumes and pressures in compliance with the *Insurance Service Office (ISO) PPC Class 1 ISO rating report*. This helped HPFD to achieve a PPC class 1 rating. According to the PPC survey CoHP is 99% covered by hydrant placement.

Plan

The HPFD will continue to utilize the *North Carolina Fire Code* to ensure proper placement and adequacy of hydrants.

Reference

Insurance Service Office (ISO) PPC Class 1 ISO rating report
North Carolina State Fire Code, Chapter 5

9A.7 Fire hydrants are located so that each is visible and accessible at all times. Hydrant locations are documented.

Description

Fire hydrants within the High Point Fire Department's (HPFD) jurisdiction are located so as to be visible and accessible, as per the *North Carolina Fire Code*. Hydrant locations are documented in the *High Point Fire Department GIS*, which can be easily accessed on the mobile computer terminals in apparatus.

Appraisal

HPFD has ensured that fire hydrants are visible and accessible through compliance with the North Carolina Fire Code. Hydrant locations have been recorded in the High Point Fire Department GIS per reference *HPFD Hydrant Test Map (Station 4)*. The hydrant locations GIS data is available through the mobile command terminal (MCT) on each apparatus. These hydrants have been visible as well as color coded to determine flow and water availability.

Plan

The HPFD will continue to utilize compliance with the North Carolina Fire Code to ensure that fire hydrants are visible and accessible. The HPFD will continue to document hydrant locations in the *HPFD GIS*.

Reference

HPFD Hydrant Test Map (Station 4)

9A.8 Fire hydrants are inspected, tested and maintained and the agency's related processes are evaluated periodically to ensure adequate and readily available public or private water for fire protection.

Description

The High Point Fire Department (HPFD) ensures that fire hydrants are checked for proper operation on an annual basis as documented in *HPFD General Order 300* and the *HPFD's Firehouse Records Management System (RMS)*. Any maintenance discrepancies are reported to the High Point Public Services Department, who performs maintenance on fire hydrants (as documented in the *High Point Public Services Department's Hydrant Maintenance Reports*). Modeling of available flows from the system is performed by the Hazen and Sawyer Engineering Firm and the modeling data is available to both High Point Public Services and the High Point Fire Department in the form of a GIS layer. Such data is documented in the *Hazen and Sawyer Flow Modeling Data*.

Appraisal

The HPFD has checked each fire hydrant in the jurisdiction for proper operation on an annual basis, as documented in *HPFD General Order 300* and the *HPFD's Firehouse Records Management System (RMS) hydrant data*. The High Point Public Services Department has performed any needed maintenance on hydrants that were reported as needing such maintenance by the HPFD, as documented in the *High Point Public Services Department's Hydrant Maintenance Reports*. Available system flows have been modeled by the Hazen and Sawyer Engineering Firm, as recorded in the *Hazen and Sawyer Flow Modeling Data*. This hydrant modeling system was in compliance with the *Insurance Service Office (ISO) PPC Class 1 ISO rating report* to enable the HPFD to attain a PPC Class 1 ISO Rating. ISO identified a random selection of hydrants and location for field testing to verify the accuracy of the hydrant modeling system. These flow modeling records helped HPFD to achieve a PPC class 1 rating.

Plan

HPFD will continue to check each fire hydrant in the jurisdiction on an annual basis, will ensure that the High Point Public Services Department performs needed maintenance, and will ensure that appropriate flow modeling continues.

Reference

Firehouse Records Management System (RMS) hydrant data

High Point Public Services Department's Hydrant Maintenance Reports

Hazen and Sawyer Flow Modeling Data

Insurance Service Office (ISO) PPC Class 1 ISO rating report

HPFD General Order 300

9A.9 The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.

Description

The City of High Point has a fully integrated and looped water system that maintains a high volume of water pressure and supply. This system is supplied by 2 separate operating entities which helps with ensuring that there is adequate water supply in times of pump system maintenance or system failures.

Appraisal

The City of High Point has used two primary independent water systems. These were interconnected and water was used from both sources on a daily basis. These systems included the City of High Point Public Services which was supplied by Oak Hollow and City Lakes and the Piedmont Triad Regional Water Authority (PTRWA) which was supplied by Randleman Lake. HPFD has mutual aid agreements with surrounding Counties in references *Guilford County mutual aid agreement and Davidson County mutual aid agreements*, that supply water for tanker services in the event of a major disruption of water services or for responses to areas that were non-hydranted, which comprised less than 1% of the City Limits.

Plan

City of High Point will continue to operate and partner with PTRWA. HPFD will continue to utilize mutual aid agreements as a backup source of water supply.

Reference

Guilford County mutual aid agreement

Davidson County mutual aid agreements

9A.10 The agency has operational procedures in place outlining the utilization of available water supply.

Description

HPFD operational procedures regarding the utilization of available water supply are delineated in *High Point Fire Department General Order 600*.

Appraisal

The use of available water supplies for fire fighting in the HPFD's jurisdiction has been outlined in *High Point Fire Department General Order 600*. *The general order was reviewed and will be updated as needed.*

Plan

HPFD will continue to utilize available water supplies as stipulated in *High Point Fire Department General Order 600*.

Reference

HPFD general order 600

Criterion 9B: Communication Systems

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

Summary

High Point Fire Department (HPFD) communications are provided by High Point 911 over an 800 MHz system that is North Carolina Voice Interoperability Plan for Emergency Responders (VIPER) compatible. Adequate, effective, and efficient communications are ensured through the use of a well-equipped 911 center with back up power systems, trained telecommunicators of an adequate number and proper supervision; and regular testing of equipment.

Criterion 9B: Communication Systems

Performance Indicators

CC 9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field.

Description

The High Point Fire Department (HPFD) utilizes an 800 MHz radio system that is North Carolina Voice Interoperability Plan for Emergency Responders (VIPER) capable to allow for interoperable communications. HPFD apparatus are equipped with one mobile radio and a complement of portable radios to provide one radio for each company member. Administrative personnel are provided with an assigned portable radio. Spare radios are located at HPFD Headquarters Station and at High Point 911. Each HPFD station is also provided with a base set radio. Dispatch services are provided by High Point 911. Dedicated talk groups are available on the NC State Highway Patrol VIPER network as well as mutual aid repeaters available for use when needed.

Appraisal

The City of High Point's 800 MHz radio system has provided reliability for field operations and has ensured that personnel operating on incidents, per reference *HPFD general order 800*, have fire ground and emergency scene communications with one another and the HP 911

Communications Center. Select apparatus were equipped with mobile repeaters for use in areas of limited radio communication as known by operation personnel by territory. Portable repeaters have been used to enhance communications effectively.

Dedicated talk groups were available on the NC State Highway Patrol VIPER network that has been tested and proven to be reliable. Mutual aid repeaters were available and tested annually.

Plan

HPFD will continue to utilize the 800 MHz radio system to ensure adequate communications with systems in the field.

Reference

Insurance Service Office (ISO) PPC Class 1 ISO rating report

High Point Fire Department/High Point 911 Communications Manual

HPFD general order 800

9B.2 The emergency communications system is capable of receiving automatic and manual early warning and other emergency reporting signals.

Description

Central alarm companies manually call the communications center for residential and building alarms. The center also has an emergency alert function on personal radios in the event of a man-down situation.

Appraisal

The communications center has received all alarms from central alarm companies per reference *High Point 911 Standard Operating Procedure and High Point Fire Department/High Point 911 Communications Manual*. This has ensured proper dispatch based on the needs of the companies and their customers. This is also referenced in the *Insurance Service Office (ISO) PPC Class 1 ISO rating report*.

Plan

The HPFD will continue to utilize the alerting system now in use.

Reference

Insurance Service Office (ISO) PPC Class 1 ISO rating report

High Point Fire Department/High Point 911 Communications Manual

High Point 911 Standard Operating Procedure

9B.3 The agency's communications center(s) is/are adequately equipped and designed, e.g., telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting and map displays, etc.

Description

High Point Fire Department (HPFD) communications services are provided by High Point 911. The High Point 911 Center has utilized 10 total consoles (2 dedicated to HPFD communications) for HPFD dispatch purposes. Telephone communications have been comprised of (8) 911 lines, (4) fire administration lines, a ringdown line to Guilford Metro 911 and Davidson County 911, a TDD line for hearing impaired individuals and text 2 911 capability, a media line, and 3 outgoing lines. All consoles have been equipped with computer terminals and a map screen with CAD display; and one printer with fax and scanner has been provided. All radio and telephone traffic has been recorded. An adequate number of desks, chairs, and light fixtures have been provided to allow for efficient communications. Reference *High Point Fire Department/High Point 911 Communications Manual* has stated the details of this section

Appraisal

The communications center was adequately equipped and designed to allow for communications during normal and emergency situations. Space was limited due to the growing demand of employees but space is adequate for now.

Plan

HPFD will continue to utilize the services and facilities of High Point 911 for communications services delivery. HPFD will work with dispatch for additional space if required.

Reference

High Point Fire Department/High Point 911 Communications Manual

9B.4 The uninterrupted electrical power supply for the communications center is reliable and has automatic backup capability.

Description

The High Point 911 Center (which provides communications services for the HPFD) , as well as the primary radio site and both remote radio tower site locations are equipped with both back-up generators and UPS units that are serviced quarterly. Generators are load tested monthly (10 minute warm up, 15 minute load test, and 10 minute cool down). Generators are also automatically operationally tested for 20 minutes each week. The above information is outlined in the reference *Insurance Service Office (ISO) PPC Class 1 ISO rating report*.

Appraisal

The High Point 911 Center, primary radio site, and remote tower sites have been equipped with back-up generators and UPS units that are regularly serviced semi-annually and tested weekly. Service records were kept by High Point Radio Shop and performed by contracted services.

Plan

The High Point 911 Center, primary radio site, and remote tower sites will continue to be provided with generators and UPS systems to ensure the uninterrupted supply of electrical power.

Reference

Insurance Service Office (ISO) PPC Class 1 ISO rating report

High Point Fire Department/High Point 911 Communications Manual

CC 9B.5 Standard operating procedures or general guidelines are in place to direct all types of dispatching services provided to the agency by the communications center(s).

Description

Dispatching services for the High Point Fire Department (HPFD) are in place and operate efficiently and effectively based on the needs of the department and serving the Citizens and visitors of High Point. The 911 Center operates on a procedures based approach. This has created a high standard of performance that easily meets NFPA mandates.

Appraisal

Dispatching activities relating to HPFD have been stipulated in references *HPFD general order 800* and *High Point 911 Standard Operating Procedure*. These guidelines have served the mission of the department in relation to dispatching and communications. These guidelines have also dictated the procedures set forth by the 911 Center. This has in turn created an excellent set of performance measures that meets and exceeds *National Fire Protection Association (NFPA) 1221* mandates.

Plan

Dispatching services for HPFD will continue to be outlined in *HPFD General Order 800* and *High Point 911 Standard Operating Procedure*.

Reference

HPFD General Order 800

High Point 911 Standard Operating Procedure

National Fire Protection Association (NFPA) 1221

9B.6 Adequate numbers of fire or emergency dispatchers are on duty to handle the anticipated call volume.

Description

Each duty shift of High Point 911 personnel is staffed with six telecommunications personnel, one supervisor as well as a drop-back shift covering call volume needs. This ensures adequate coverage for the anticipated call volume by adding 2 additional personnel during the busiest portion of the day based on call volume.

Appraisal

Adequate staffing levels for High Point 911 have been ensured to supply a total staffing level of six telecommunications personnel, one supervisor as well as a drop-back shift covering call volume needs for each duty shift as mandated by the reference *NC 911 Board section 6.3 and indicated in references High Point 911 Standard Operating Procedure and High Point 911 organizational chart*. Evidence of adequate 911 Center staffing has been proven in the performance based reporting located in references City of High Point performance measures report and UNC School of Government benchmarking project. This has been evidenced in the reference *Insurance Service Office (ISO) PPC Class 1 ISO rating report*, in which Communications was a key part.

Plan

Delineated High Point 911 staffing levels will continue to be observed to ensure the adequacy of communications service provision.

Reference

NC 911 Board section 6.3

High Point 911 Standard Operating Procedure

High Point 911 organizational chart

Insurance Service Office (ISO) PPC Class 1 ISO rating report

9B.7 An adequate maintenance program is in place with regularly scheduled system tests.

Description

The HPFD's radio system is tested daily with an 0700 hrs. encoder test, an 0805 hrs. apparatus radio test, and an 0815 hrs. station radio test. The radio system is also monitored via Motorola based software (Unified Event Manger) and Motorola Supervisory Control and Data acquisition (MOSCAD) fault management system. Radio shop personnel are on call 24/7 and are notified via Motorola direct monitoring and 911 dispatch, all outlined in reference *Insurance Service Office (ISO) PPC Class 1 ISO rating report*.

Appraisal

HPFD's radio system has been tested daily with an encoder test, apparatus radio test, and station radio test. The system has also been monitored with appropriate monitoring software as referenced in *High Point 911 Standard Operating Procedure*.

Plan

HPFD's radio system will continue to be tested and monitored as described above.

Reference

High Point 911 Standard Operating Procedure

Insurance Service Office (ISO) PPC Class 1 ISO rating report

9B.8 The communications center(s) has/have adequate supervision and management.

Description

Adequate supervision and management of High Point 911 is provided by the director of information technology, the communications manager, and four shift supervisors (one for each duty shift).

Appraisal

Adequate supervision and management of High Point 911 has been provided by the director of information technology, the communications manager, and four shift supervisors (one for each duty shift) per reference *High Point 911 organizational chart*.

Plan

The stated level of supervision and management will be maintained to ensure adequacy.

Reference

High Point 911 organizational chart

9B.9 A communications training program for emergency dispatchers is in place that ensures adequate, timely, and reliable fire agency emergency response.

Description

All 30 operational High Point 911 personnel have completed new employee basic telecommunicator training. High Point 911 personnel also complete mandated continuing education training. This ensures that adequate, timely and reliable communications takes places to meet the needs of High Point Fire Department (HPFD).

Appraisal

The ability for High Point 911 personnel to provide adequate, timely, and reliable communications services has been ensured through the completion by all operational personnel of applicable training and continuing education activities. The new employee basic telecommunicator training occurs per reference *High Point Fire Department/High Point 911 Communications Manual*. Continuing education training for all employees has occurred as outlined in reference *Insurance Service Office (ISO) PPC Class 1 ISO rating report*.

Plan

High Point 911 will continue to require operation personnel to complete required training and continuing education activities. The communications training program is currently under review for Association of Public-Safety Communications Officials (APCO) P33 Certification.

Reference

Insurance Service Office (ISO) PPC Class 1 ISO rating report

High Point 911 Standard Operating Procedure

High Point Fire Department/High Point 911 Communications Manual

9B.10 The interoperability of the communications system is evaluated and documented.

Appropriate procedures are implemented to provide for communications between the agency and other emergency responders.

Description

The interoperability of the communications system is evaluated annually and well documented, and assessable to all HPFD personnel. HPFD has guidelines and procedures in place to guide employees through the process. This has ensured proper communication between the department and surrounding agencies. Interoperability is proven through the use of mutual aid responses on a daily basis.

Appraisal

Per reference *HPFD fleet map*, the department has had interoperability with multiple agencies.

This has enabled the departments to communicate efficiently and was guided by reference *HPFD general order 800*. During the implementation of the fleet map, testing was completed to ensure reliability. HPFD has operated on a daily basis utilizing mutual aid responses, handled by the communications center.

Plan

HPFD will continue to utilize the interoperability procedures in place.

Reference

HPFD fleet map

HPFD general order 800

Criterion 9C: Administrative Support Services

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

Summary

HPFD operates under the direction of the fire chief for oversight and general counsel for the department. The Fire Chief is the executive officer and makes all policy for the department and reports to the City of High Point City Manager. The department's technology is up-to-date and adequate to meet the goals and objectives and mission of the department. Forms and policy documentation is available through the City and department network drives and the City intranet website.

Criterion 9C: Administrative Support Services

Performance Indicators

CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.

Description

The administration of the High Point Fire Department is supervised by the Fire Chief who reports directly to the City of High Point City Manager. It is the duty of administrative staff to implement the policies that are created at the Fire Chief level. The staff provides technical and administrative support to all members of HPFD through administrative support, financial management, human resource management, facilities management, fleet services maintenance, training and education, code enforcement and investigation, and fire and rescue operations management. These various duties help to perform the complex structure of the department.

Appraisal

Administrative services have been found to be appropriate for an agency our size. The department was staffed for administrative resources to help to achieve the goals and objectives and department mission as referenced in *HPFD strategic plan*. Organization and communication at all levels was required to ensure effectiveness, provide proper function and managed by command staff. The chain of command structure, reference *HPFD organizational chart* has been utilized to provide for the most concise, logical and direct flow of requests and information in a department of this size and complexity. An administrative assistant was added in 2014 to assist with financial, budgeting and administrative services.

Plan

The department will continue to monitor the needs of the department and the ability of the administrative division to fulfill them.

References

HPFD organizational chart

HPFD strategic plan

9C.2 Sufficient general office equipment, supplies and resources are in place to support departmental needs.

Description

The High Point Fire Department's (HPFD) general office equipment, supplies and resources are sufficient and accessible to meet the needs of the department. The Assistant Chief is in charge of the procurement of general office equipment, supplies and resources. This ensures that on a fiscal year basis these resources are obtained as needed and made assessable to all employees.

Appraisal

HPFD reviewed the procurement and needs assessment for the department on a fiscal year basis per reference *HPFD annual budget*. All general office equipment, supplies and resources were obtained as needed to help achieve the goals and objectives of the department per reference *HPFD strategic plan*. Computers were on a rotating schedule to be replaced every 3 years. General office equipment were ordered and acquired on an as-needed basis throughout the year.

Plan

The department will continue to use and acquire resources as needed.

References

HPFD annual budget

HPFD strategic plan

9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business software, etc.) and the information management system are appropriate to support the needs of the agency. Access is available to technical support personnel with expertise in the systems deployed by the agency.

Description

High Point Fire Department (HPFD) utilizes up-to-date and efficient technology that supports the needs of the agency. Staff is available to assist personnel in the use of the technology. An information management system is in place for appropriate record keeping and reporting.

Appraisal

The department has migrated to reference *Firehouse Records Management System (RMS)* in 2014 with an annual support plan. This has helped to ensure appropriate record keeping and data reporting. The High Point 911 center has handled all of HPFD dispatch services in an efficient manner and sends incident call data automatically to *Firehouse Records Management System (RMS)*. General computer and software has been supplied by the City IT Services Department, and has provided for up-to-date and current PC and software needs. All fire stations have access to the internet as well as the City and Department intranet pages. The department had 2 assigned IT staff personnel, with the City IT staff that served as backup and support for the department.

Plan

HPFD will continue to use and acquire the standard technological components that are required of a department of this size and complexity.

References

HPFD annual budget

Firehouse Records Management System (RMS)

9C.4 Public reception and public information components support the customer service needs of the agency.

Description

High Point Fire Department (HPFD) utilizes a Public Information Officer (PIO) program with 5 rotating chief officers, and 2 reserve officers. This ensures that PIO duties are spread out evenly with on-call shifts, so that the appropriate information is accessible to the public. HPFD also utilizes social media platforms and a revamped website to distribute information and gather input from the public. All fire stations serve as community interaction sites that allow HPFD to disseminate information and interact with the public in all facets of the fire service.

Appraisal

HPFD has operated under a PIO program with 5 rotating officers, and 2 in reserve. This is referenced within *PIO rotating schedule*, which has ensured proper information to be communicated to the public on an as-needed basis or to engage the public on an ongoing basis. All PIO officers have attended certification training at reference *NC Division of Emergency Management, Public Information Officer (PIO) Course* for proper training.

HPFD has utilized social media to inform the community of services provided, safety tips and other various components of the department. HPFD has utilized a continually evolving website to engage community interaction and disseminate information.

Plan

HPFD will continue to update and revise social media and website platforms as avenues to engage the community and provide information when requested.

References

NC Division of Emergency Management, Public Information Officer (PIO) Course Certificate
HPFD PIO rotating schedule

9C.5 Organizational documents, forms, and manuals are maintained and current.

Description

High Point Fire Department (HPFD) maintains documents, forms and manuals. These are updated as needed or on a rotating basis. The documents are available to all personnel in various manners to ensure compliance and provide good communication.

Appraisal

Documents, forms and manuals have been stored on network drives, city intranet pages or as hard copies located at fire stations. These documents have been maintained and kept up-to-date as needed per references *HPFD operations manual revision record page4* and *National Fire Protection Association (NFPA) 1851*. This has ensured that employees are up-to-date on mandates and requirements. All City computers have access to the network drives or intranet pages necessary to view the intended documents, forms and manuals.

Plan

HPFD will continue to maintain and revise documents as needed.

Reference

HPFD operations manual revision record page4

National Fire Protection Association (NFPA) 1851

Category X: External Systems Relationships

External systems relationships are defined as the relationships with agencies that act together as an integrated system. The growth of multi-unit systems and the increase of interagency agreements between various types of government necessitate increasing attention to these relationships and the agreements between legally autonomous operating units.

Criterion 10A: External Agency Relationships

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence the agency's mission, operations, or cost effectiveness.

Summary:

High Point Fire Department (HPFD) maintains relationships with outside agencies including mutual aid agreement, automatic aid agreements and paid contract agreements. This ensures adequate coverage and response during times of extreme call volumes or a large incident. HPFD has published a *HPFD strategic plan*, which describes the mutual aid, automatic aid and contract relationships with surrounding areas. This overview allows stakeholders and partnering agencies to understand these relationships as well as provide input and questions about our level of service.

Performance Indicators:

CC 10A.1 The agency develops and maintains outside relationships that support its mission, operations, or cost effectiveness.

Description

High Point Fire Department (HPFD) maintains relationships with outside agencies including mutual aid agreement, automatic aid agreements and paid contract agreements. This ensures adequate coverage and response during times of extreme call volumes or a large incident.

Appraisal

HPFD has partnered with surrounding agencies per references; *HPFD aid agreements, Guilford County mutual aid agreement and Guilford County contracts*. These agreements have provided partnerships between agencies to ensure coverage in all of our communities. This has provided coverage during large scale incidents such as multiple alarm structure fires or natural disasters. HPFD has and will continue to provide contractually paid service for specific areas of Guilford County fire tax district (Deep River/Colfax). This has provided the same level of service received by citizens of City of High Point, to these communities.

HPFD has been involved in associations and memberships that provide insight and networking that is pertinent to the department. This includes references; Southeast Association of Fire Chiefs, International association of Fire Chiefs, Guilford County Local Emergency Planning Committee (LEPC), North Carolina Metro Chiefs Alliance, International Association of Fire Investigators, International Association of Arson Investigators and National Fire Protection Association (NFPA).

Plan

HPFD will continue to use these agreements to partner with local agencies. The agreements will be revised and renewed on an as needed basis.

References

HPFD aid agreement

Guilford County mutual aid agreement

Guilford County contracts

10A.2 The agency's strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the mission or cost effectiveness of the agency.

Description

High Point Fire Department (HPFD) has published *HPFD strategic plan*, which describes the mutual aid, automatic aid and contract relationships with surrounding areas. This overview allows stakeholders and partnering agencies to understand these relationships as well as provide input and questions about our level of service.

Appraisal

References *HPFD strategic plan* has provided insight about the relationships and future direction of the department. Reference *HPFD strategic plan stakeholder meeting invitation* has provided opportunities and allow for community input into the services and needed direction of HPFD.

Plan

HPFD will continue to use the *HPFD strategic plan* as a guide for partnering with local agencies.

References

HPFD strategic plan

HPFD strategic plan stakeholder input meeting

10A.3 A process is in place for developing, implementing, and revising interagency policies and agreements.

Description

The City of High Point legal staff reviews all contracts and agreements for the City of High Point Fire Department (HPFD). All contracts and agreements are then submitted for review and approval by the City Manager and when necessary, the Mayor of City of High Point. HPFD contracts and agreements have been implemented during this process. Once adopted, contracts and agreements are reviewed periodically by HPFD as well as during the annual *HPFD strategic planning management process*.

Appraisal

HPFD has used utilized the newly created *strategic planning management process*, as well as implemented and managed references; *HPFD aid agreement*, *Guilford County mutual aid agreement*, and *Guilford County contracts*. This has allowed HPFD to maintain and provide current coverage in emergency situations and natural disasters, as well as helping surrounding communities.

Plan

HPFD will continue to use agreements with partnering agencies and maintain these agreements through the annual HPFD strategic planning management process.

References

HPFD aid agreement

Guilford County mutual aid agreement

Guilford County contracts

10A.4 A conflict resolution process exists between the organization and external agencies with whom it has a defined relationship.

Description

High Point Fire Department (HPFD) follows state mandates that regulate resolution of rural annexation debt assumption agreements, between HPFD and surrounding agencies. This ensures a mutual agreement of fairness to all parties involved. Conflict resolution resides between HPFD fire chief and the agreeing agencies. Per references; *HPFD aid agreement Guilford County mutual aid agreement, and Guilford County contracts*, any conflict has been resolved between HPFD fire chief and agreeing agencies/communities.

Appraisal

HPFD has maintained memberships and working relationships with Guilford & Davidson County Fire and Rescue Councils. This has helped HPFD to stay in compliance with reference *North Carolina state statute G.S. 160A-3.1(a)* as detailed within reference *Polo_HorneytownFD_DebtAssumption*.

Plan

HPFD will continue to foster relationships and agreements with Guilford & Davidson County Fire and Rescue Councils.

References

North Carolina state statute G.S. 160A-3.1(a)

HPFD aid agreement

Guilford County mutual aid agreement

Guilford County contracts

Polo_HorneytownFD_DebtAssumption

Criterion 10B: External Agency Agreements

The fire service agency has well-developed and functioning external agency agreements. The system is synergistic and is taking advantage of all operational and cost effective benefits that may be derived from external agency agreements.

Summary:

High Point Fire Department (HPFD) maintains and updates mutual aid agreement, automatic aid agreements and paid contract agreements. This ensures that these agreements and contracts are up-to-date and current and support HPFD goals and objectives. High Point Fire Department (HPFD) has external agreements ranging from local to federal levels. These agreements could cover any one of HPFD's emergency services.

Performance Indicators:

CC 10B.1 External agency agreements are current and support organizational objectives.

Description

High Point Fire Department (HPFD) maintains and updates mutual aid agreement, automatic aid agreements and paid contract agreements. HPFD also completes a strategic planning management process which ensures that these agreements and contracts are up-to-date and current and support HPFD goals and objectives.

Appraisal

References *HPFD strategic plan* and *HPFD standard of cover* have provided insight about the relationships and future direction of the department in relation to external agency agreements, through the strategic management planning process. The references; *HPFD aid agreement*, *Guilford County mutual aid agreement*, and *Guilford County contracts* have provided partnerships between agencies to ensure coverage in all of our communities. These documents have been updated on an annual basis to allow for current and appropriate agreements. This has provided insight about the agreements and their relationship to HPFD goals and objectives.

Plan

HPFD will continue to use these agreements to partner with local agencies. The agreements will be revised and renewed on an as needed basis.

References

HPFD strategic plan

HPFD standard of cover

HPFD aid agreement

Guilford County mutual aid agreement

Guilford County contracts

10B.2 The agency researches, analyzes and gives consideration to all types of functional agreements that may aid in the achievement of the goals and objectives of the agency.

Description

High Point Fire Department (HPFD) has external agreements ranging from local to federal levels. These agreements could cover any one of HPFD's emergency services. HPFD completes a strategic planning management process which ensures that these agreements and contracts are up-to-date, appropriate and current.

Appraisal

The references; *HPFD aid agreement, Guilford County mutual aid agreement, and Guilford County contracts* have provided partnerships between agencies to ensure coverage in all of our communities. North Carolina Office of State Fire Marshal (OSFM), Department of Homeland Security (DHS) and North Carolina State Bureau of Investigations (SBI) have provided support if the need arises, to expand the scope of agreements needed to provide public safety at the highest level.

Plan

HPFD will continue to work with surrounding agencies as well as external agreements including local to federal levels.

References

HPFD aid agreement

Guilford County mutual aid agreement

Guilford County contracts

10B.3 The agency has a process by which their agreements are managed, reviewed, and revised.

Description

The City of High Point legal staff reviews all contracts and agreements for the City of High Point Fire Department (HPFD). All contracts and agreements are then submitted for review and approval by the City Manager and when necessary, the Mayor of City of High Point. HPFD contracts and agreements have been implemented during this process. Once adopted, contracts and agreements are reviewed periodically by HPFD as well as during the HPFD strategic planning management process.

Appraisal

HPFD has used utilized the HPFD strategic planning management process develop, implement and manage references; *HPFD mutual aid agreement, HPFD aid agreement, Guilford County mutual aid agreement, Guilford County contracts*. This has allowed HPFD to maintain and provide current coverage in emergency situations and natural disasters, as well as helping surrounding communities.

Plan

HPFD will continue to use agreements with partnering agencies and maintain these agreements through the annual HPFD strategic planning management process.

References

HPFD aid agreement

Guilford County mutual aid agreement

Guilford County contracts